RECRUITMENT, SELECTION AND APPOINTMENT OF EXECUTIVE DIRECTORS OF PUBLIC INSTITUTION

GUIDE FOR MEMBERS OF SELECTION COMMITTEES

Programme for continuous improvement in service quality and user satisfaction

Edition 2001

Guide for the Recruitment, Selection and Appointment of Executive Directors Of Health and Social service institutions

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FORWARD

The mission of the Quebec regional health and social service boards includes providing support to boards of directors of institutions in accomplishing their duties, ensuring that laws and regulations are respected and that the network's resources are managed efficiently. As part of this mandate and to ensure that the best candidates are selected, the regional boards wish to assist boards of directors of institutions in the highly regulated field of recruiting, selecting and appointing executive directors. To this end, the regional boards:

offer training, advice and support to the members of selection committees,

ensure the transparency of the procedures and that eligible candidates are treated equitably, in conformity with the laws and regulations in force.

This guide, initially prepared by the Centre de référence des directeurs généraux et des cadres and up-dated by the Régie régionale de Montréal Centre, proposes a mobilizing approach for network administrators in performing activities related to recruitment, selection and appointment of executive directors. It encompasses a competency-based approach as well as the new legislative and regulatory provisions in force at the time of its publication.

We invite you to consult this guide in order to facilitate the planning and organization of the selection process assigned to you. A representative of the Régie régionale is available to support you in this process and to provide advice and training for the members of the selection committee.

We hope that this guide will facilitate your work and that it will be enriched by your experiences. We would very much like to receive any comments or suggestions you may have to improve this tool.

Presentation of the Guide

Presentation of the Guide

This *Guide to the recruitment, selection and appointment of executive directors* is divided into five sections:

Section 1	Description of the recruitment, selection and appointment process
Section 2	Directory of key competencies for the executive director of the XXIst century
Section 3	Directory of tools
Section 4	Description of the duties of the executive director
Section 5	Example of a contract of engagement
Section 6	Pertinent legislation and regulations

Although each section is inter-dependent, we suggest you consult the portions of the document of interest, as you carry out each step in the process.

Since the Guide is not a legal document, we advise that you consult the legislative or regulatory documents mentioned in the last section.

The introduction to the Guide, provides an overview of the recruitment, selection and appointment process proposed, in which we specify:

- **the steps involved in the suggested process**
- **the roles and responsibilities of the board of directors**
- **the roles and responsibilities of the selection committee**

We suggest you present this overview to the members of the board of directors before initiating the recruitment, selection and appointment process for the executive director of your institution.

DESCRIPTION OF THE GUIDE

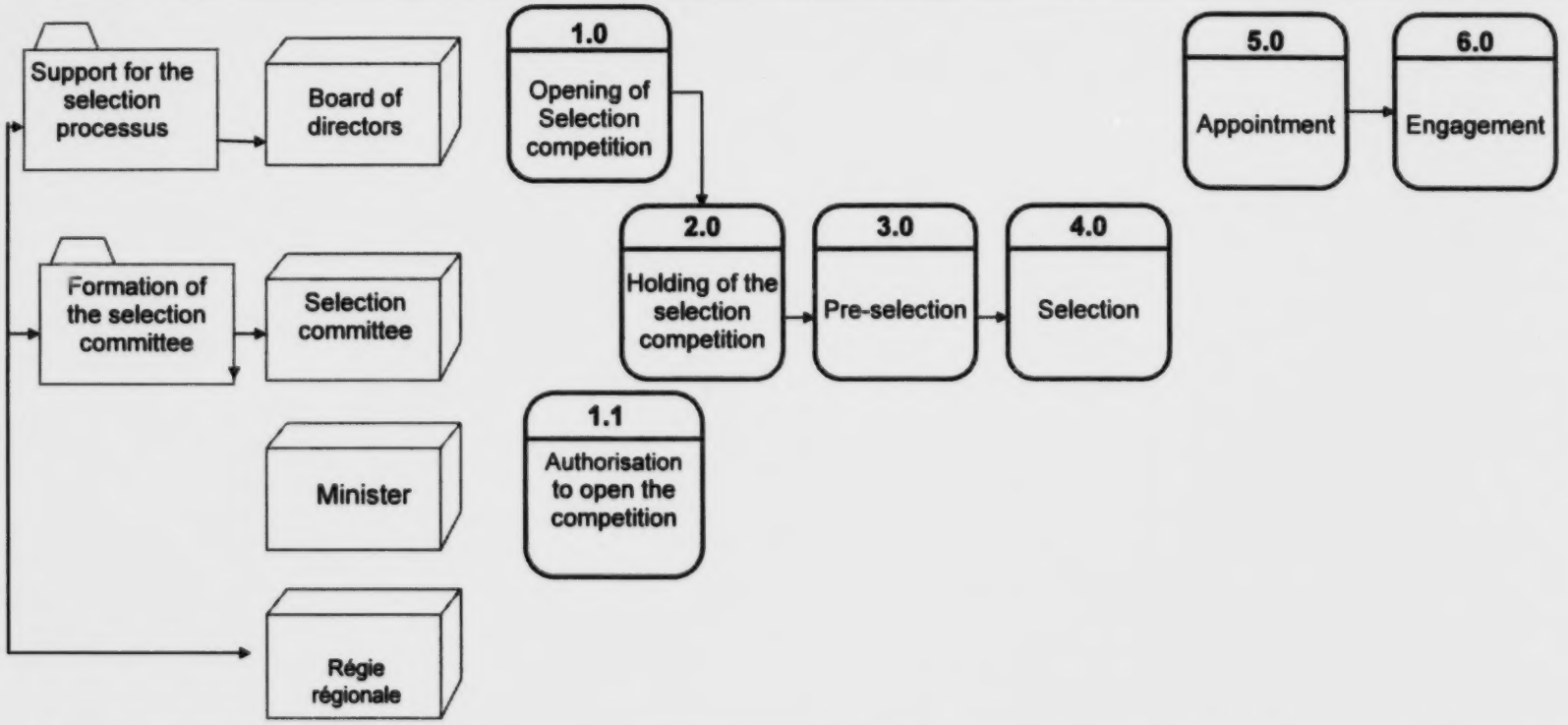
The recruitment, selection and appointment process consists of a group of activities organised over a period of time to solicit, assess and choose the best possible candidate.

The main steps in the process

1. Opening of the selection competition
⇩
2. Holding of the selection competition
⇩
3. Preselection
⇩
4. Selection
⇩
5. Appointment
⇩
6. Engagement

The following table, *"General Diagram"* presents the partners, stages and results of the overall recruitment, selection and appointment process.

General Diagram



Légende :

Activities involved in the recruitment, selection and appointment process

Various activities are involved in each step of the recruitment, selection and appointment process. These activities are required in order to respect the legislative and regulatory provisions and to promote the attainment of the desired results. The tables on the following pages present the activities involved in each stage of the process, which can be performed either by the board of directors or by the selection committee.

Timing considerations

Experience shows that the recruitment period may take over six months, with approximately four months from the time the request for authorisation to open the competition is made until the person selected is engaged, with an additional two-month period sometimes required before the incumbent takes up his/her duties.

Roles and responsibilities of the board of directors

Roles:

- Ensure the recruitment of the best candidate.
- Supervise the quality of the recruitment, selection and appointment process.
- See that the pertinent legislation and regulations are respected.

Responsibilities :

- Request authorisation from the Minister to open the recruitment competition by forwarding a certified copy to the Régie régionale.

- Establish the profile of the person sought by:
  - preparing a strategic analysis;
  - identifying the needs of the institution;
  - and by identifying the key competencies required for the candidate to succeed in the new position.

- Form a mixed and representative selection committee:
  - choose three representatives;
  - define the mandate of the selection committee.

- Draw up the recruitment and selection strategy.
- Appoint the candidate retained following the recommendations of the selection committee (see eligibility list).
- Engage this candidate.
- Forward all documents required to the Ministère and the Régie régionale.
- Together with the selection committee, assess the quality of the process followed.

Roles and responsibilities of the selection committee

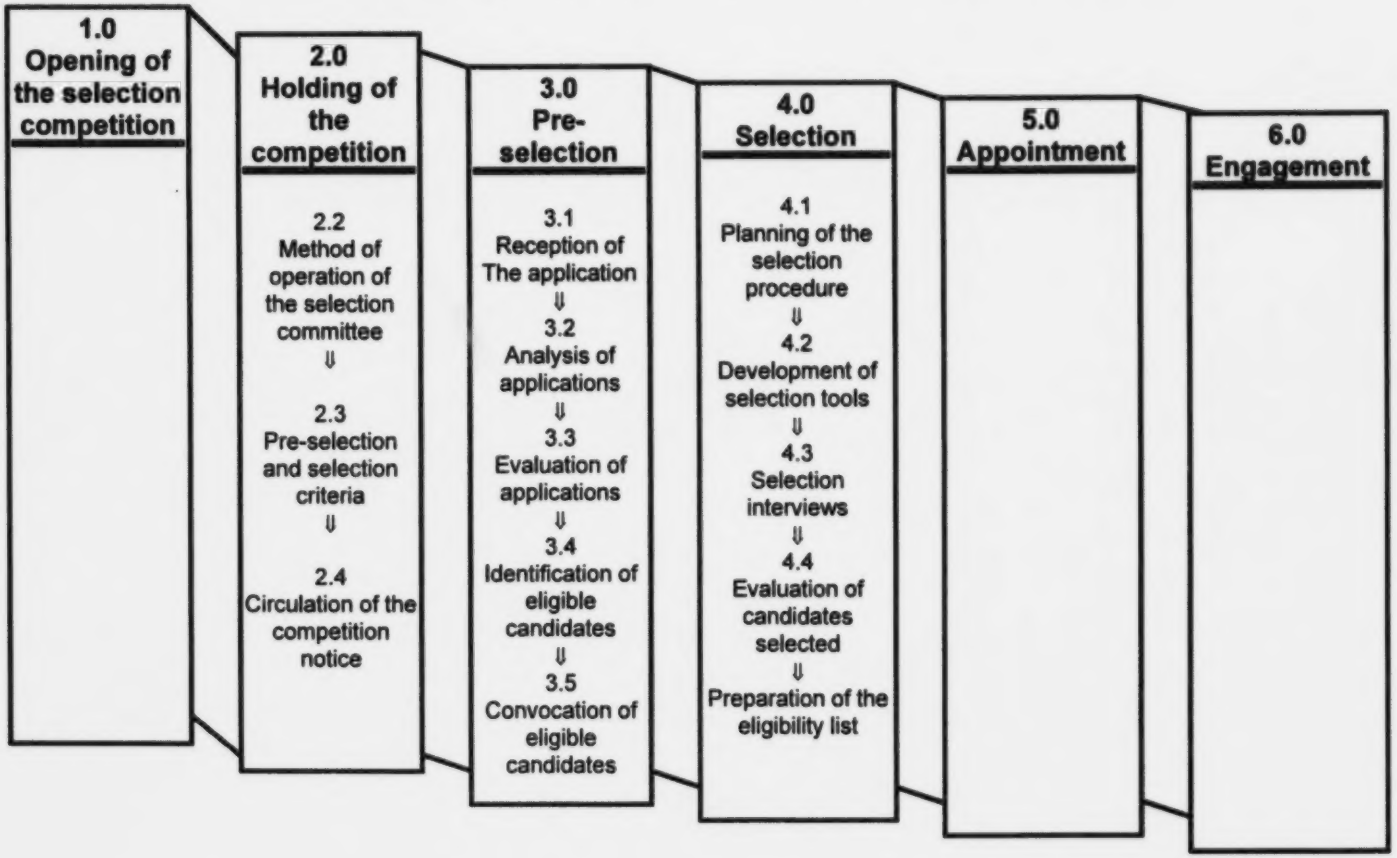
Roles :

- Perform all the steps related to recruitment, preselection and selection of candidates.
- Provide the board of directors with recommendations concerning the choice of the candidate to be retained.
- Ensure conformity to the pertinent legislative and regulatory provisions.

Responsibilities :

- Establish preselection and selection criteria
- Prepare the competition notice and see to its circulation.
- Receive, analyse and assess the candidates' applications.
- Plan the selection procedure and develop the selection tools.
- Select, assess and recommend the best candidate(s) to the board of directors.

Activities involved in the recruitment, selection and appointment process for which the selection committee is responsible



Section 1

Description of the recruitment, selection and appointment process

1.0

Opening of the selection competition

1.0 Opening of the selection competition

- This step essentially consists of planning the entire recruitment, selection and appointment process.

- Although this step is the most demanding and laborious, without doubt, it is also the most crucial since it determines the value of the entire process.

In fact, the objective of the process is to solicit, select and choose a candidate who corresponds to the profile determined in this step.

Role and responsibilities

- We propose that the board of directors define the profile sought according to:
  - the institution's strategic orientations;
  - the needs of the institution;
  - and the mandate expected of the institution.

The board of directors can delegate this duty to the members of the selection committee or to a committee designated for this purpose.

In all cases, the members of the selection committee must draw up the mandate and profile sought by the institution, according to the expectations of the population and regional and provincial orientations. If necessary, all work may be submitted to the board of directors, for approval

Step activities

1.1 Resolution;
1.2 Strategic analysis;
1.3 Needs and mandate;
1.4 Profile sought;
1.5 Selection committee

Activity 1.1 : *Resolution*

Principal regulatory provisions*

- As provided in section 8 of the Regulation, the Minister's authorisation shall be obtained in order to open the selection competition for the position of executive director of a public institution. Consequently, the board of directors must pass a resolution, to request authorisation by the Minister to open the selection competition, no later than 60 days from the date on which the position actually becomes vacant.

- The Minister's authorisation is not required to hold a competition reserved to executive directors of institutions concerned in the event of an administrative reorganisation, the effect of which will result in only one position for an executive director. The board of directors is responsible for making this decision (section 6). However, as provided in section 193.1 of the Act, this step is obligatory in situations that result from the application of sections 126.1, 126.2 and 128 of this Act.

- Following a **first limited sectoral competition**, the Minister's authorisation shall not be required to hold another competition of the same type. However, in such a case, the board of directors must advise the Minister and the Régie régionale of its decision within **5 days**. In addition, if the board of directors decides to hold a public competition, it must inform the Minister and the Régie régionale of the reasons for its decision (section 16).

* *see page 169*

Tools available

- Example of a request to open a selection competition (page 100)

- Example of an extract of the minutes of a regular meeting of a board of directors concerning opening a selection competition (page 101).

Activities **1.2 :** ***Strategic analysis***

1.3 : ***Needs and mandate***

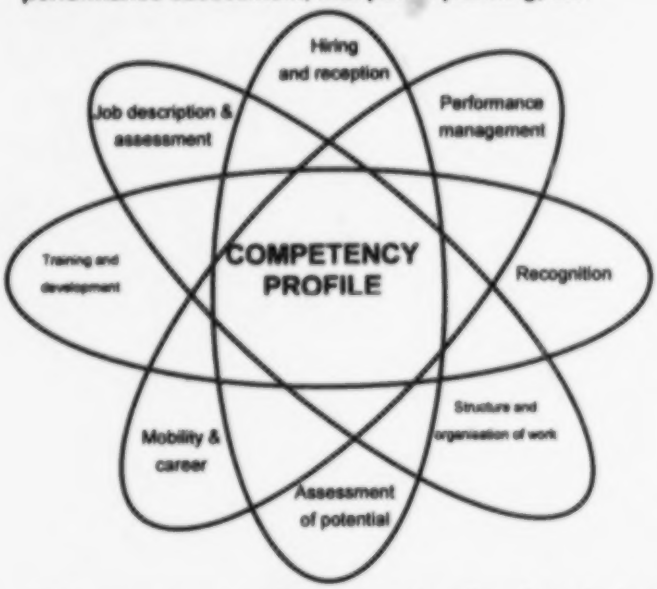
1.4 : ***Profile and competencies sought***

- The objective of the activities proposed essentially involves establishing the profile of the person sought by considering the mission, issues and challenges of the institution, as well as the mandate to be assigned to the job incumbent and the key competencies required for success in this position.

Definition

For several years now, the concept of ***the competency-based approach*** has enabled corporations and organisations to reposition the various human resource management duties within an integrated and coherent approach based on their strategic orientations.

The ***competency profile*** becomes the cornerstone around and from which all human resource activities are co-ordinated: recruitment and hiring, training and development, performance assessment, manpower planning, etc.



The competency-based approach: the focal point in an integrated human resource management approach.

The ***competency profile*** groups together the principal skills required of a manager if he/she is to successfully accomplish the duties of the position, according to the strategic vision of the corporation, its values and organisational objectives.

A ***competency*** is "a combination of knowledge (know-how), skills (abilities) and attitudes required to fulfil the requirements of a position".

The combined ***competencies*** of all the personnel are what enable the organisation to translate its strategic vision into concrete and coherent actions.

A determining stage consists of identifying the ***key competencies*** that all managers must possess in order to effectively contribute to the organisation's vision. However, each individual is not expected to have attained the same level of mastery of each key competency identified.

The challenges and strategic issues of the organisation determine the importance to be assigned to each key competency in ascertaining the ideal profile for the executive director of an institution.

Competency architecture is used to define the degree to which each competency must be mastered at each organisational level, using ***satisfaction indicators*** to concretely describe the performance required by a manager in regard to each of the key competencies of the corporation, depending on his/her role within the organisation. Key competencies and their satisfaction indicators can be used as selection criteria, to prepare a summary identifying training needs, or as a guide in performance assessment.

As part of its plan of action to promote and support the implementation of an integrated approach to human resource management, the Régie régionale de la santé et des services sociaux de Montréal-Centre, together with the Confédération québécoise des centres d'hébergement et de réadaptation developed a directory of competencies for the manager of the XXIst century and a first application in analysing the development needs of managers in the health and social service network ***Competencies 2000 : A process focused on the challenges faced by management (1996)***[1].

Their work resulted in the identification of the ten competencies most liable to be required to deal with current and future challenges in management. The key competencies retained were:

- strategic vision;
- client focus;
- partnership;
- entrepreneurship;
- results centred management;
- ambiguity and paradox management;
- change management;
- leadership;
- interpersonal and organisational communications;
- self-management.

[1] A series of six documents was produced to guide institutions in mastering the competency approach. These documents are available from the Executive Director or the Director of Human Resources of your institution or the documentation centre at the Règie règionale de Montrèal-Centre.

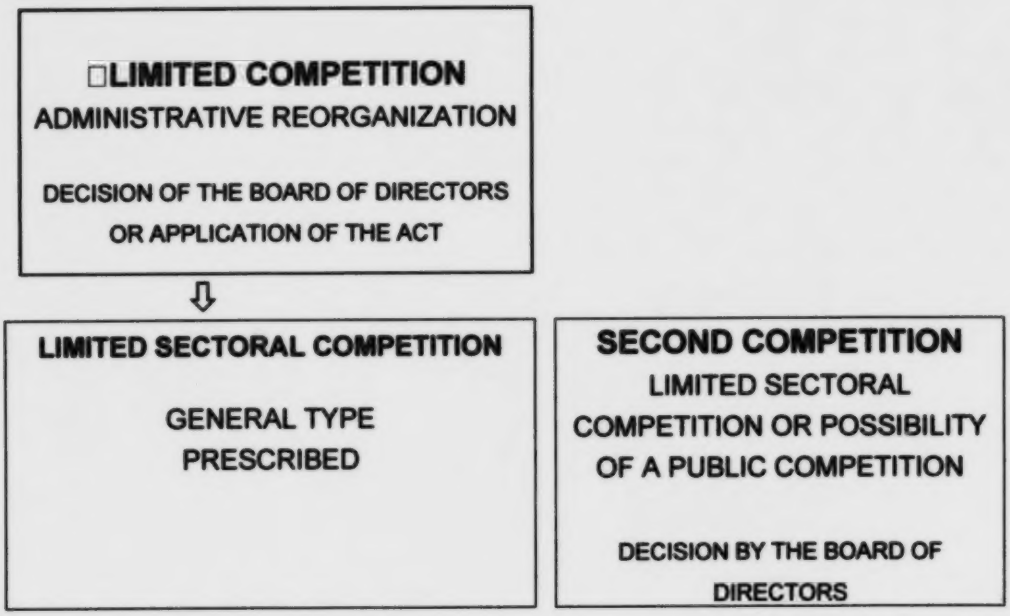
Continuing this work, the Régie régionale de Montréal-Centre has adapted the **Directory of competencies for the XXIst century manager** to the position of executive director. Definitions have been revised and satisfaction indicators redefined in order to take into account the executive director's level of responsibility. Traditional **management skills** have been linked to each of the key competencies to facilitate understanding of the concepts presented.

Section 2 presents the ***Directory of key competencies for the executive director of the XXIst century***. A summary identifying competencies sought according to the competency-based approach was developed in order to assist selection committees in using the ten key competencies for the executive director of the XXIst century as selection criteria.

A ***limited competition*** is a competition, which follows an administrative reorganisation, the effect of which results in only one position of executive director being retained or which results in the application of sections 126.1, 126.2 or 128 of the Act. Executive directors who occupy positions that are to be abolished are eligible in this competition. In addition, on certain conditions, a limited competition may also be open to certain persons who temporarily occupy positions as executive directors when the abolition of these positions is planned. Other than in the situations covered in section 193.1 of the Act, the board of directors decides on the advisability of proceeding in this manner and sets the procedural requirements for this competition.

A ***limited sectoral competition*** is the type of competition that generally applies. In a limited sectoral competition, only persons occupying a position as a senior administrator (executive directors) or officer and senior administrators and officers with job stability are eligible. A competition notice is forwarded, in writing, to the organisations determined by regulation (institutions, regional boards, the Ministère and associated organisations). Publication of the competition notice in the newspapers is optional.

A ***public competition*** is the type of competition that can only apply after a limited sectoral competition has been held. If, during a limited sectoral competition, the board of directors appoints no candidate, the board may decide to hold a public competition. However, it must inform the Minister and the regional board of the reasons for its decision. In a public competition, there are no reservations in regard to eligibility criteria. Any applicant from the health and social service sector or from any other sector is eligible for the position in so far as he/she meets the requirements of the position. The competition notice must be published in at least two newspapers, one of which must be distributed on a regional basis and the other throughout the province.



Key questions

These questions can help you to establish the profile sought.

- **The mission, situation and needs of the institution**
  - What is the fundamental mission of your institution?
  - Have the strengths and weaknesses been identified?
  - What are the principal issues related to the opportunities and constraints in your institution?
  - Is the institution undergoing a reorganisation process?
  - Have the main orientations concerning your institution's development plan been defined?
  - What regional or supra-regional role does your institution assume?
  - What are the priority needs of your institution?

- **Mandate of the incumbent**
  - What mandate do you wish to assign to the job incumbent?
  - What objectives will be considered by the board of directors in assessing the future executive director in one year?

- **Profile sought**
  - What management qualities must the person have in order to perform his/her mandate, respond to the expectations of the environment and permit the institution to achieve its mission and development plan in full and guarantee the quality of its services?
  - In the Competency Identification Chart (page 104 and thereafter), determine the relative importance of the key competencies of the executive director which best correspond to the expectations and demands of your institution in regard to its future executive director.

- **Type of competition**
  - Depending on the answers to the preceding key questions and the application of pertinent legal provisions, what type of competition should the board of directors choose?
    - limited competition
    - limited sectoral competition
    - public competition.

Approach proposed

We suggest that the board of directors or one of its committees draw up the profile of the person sought by performing the following steps:

Review the strategic analysis of the institution

➢ *Identification of the institution's mission*

A review of the institution's mission will allow you to understand its purpose, role and specific contribution to the health and social service sector.

➢ *Understanding the institution's particular situation*

Preparing a situation report will allow you to clarify changes in the institution's development.

To this end, it is useful to identify:

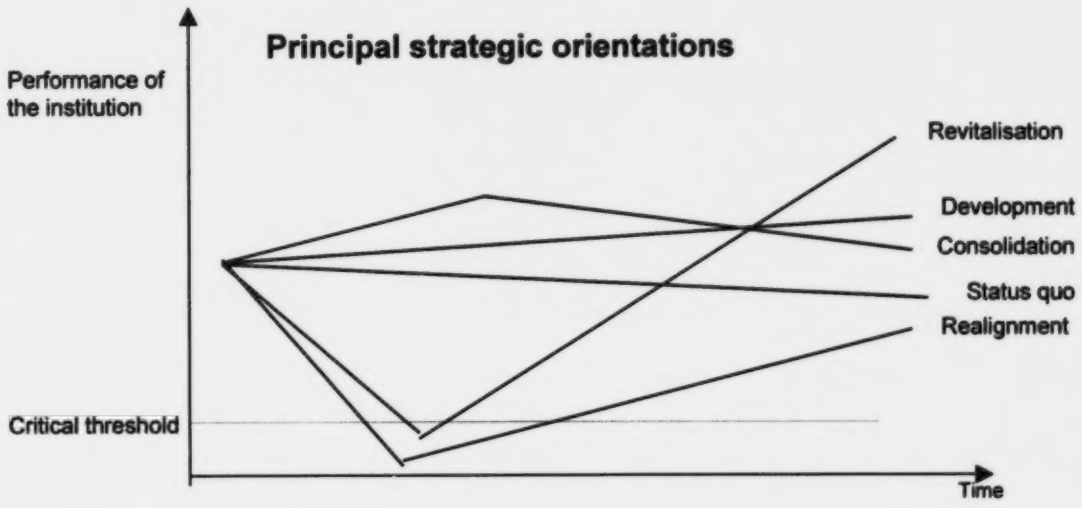
- the institution's strengths and weaknesses;
- opportunities and constraints;
- expectations and needs of the environment (clients, employers, partners, etc.)

A review of the literature combined with a consultation involving the internal and external environment provides a broader understanding of the institution's particular situation.

➢ *Definition of the institution's strategic orientations*

To this end, we suggest that you share your vision of the institution's future by identifying the issues, problems and challenges to be faced.

You will then be able to define the orientations inherent in achieving the institution's objectives. According to the deviations observed, the extent of the changes required and the intensity of the efforts anticipated, you may opt for one of the orientations illustrated on the following table in order to adjust the institution's direction.



Lastly, depending on the needs identified, we suggest that you establish action priorities and up-date the institution's development plan

Development of the next mandate

- We then suggest you specify the mandate to be assigned to the candidate chosen.

- Following the identification of orientations proposed by the board of directors, identify the results expected according to action priorities and forecasted schedules.

- In addition to the routine responsibilities related to the administration and operation of the institution, the mandate must reflect the principal challenges inherent in implementing the institution's development plan.

Definition of the profile sought

- Establish the profile of the candidate sought, according to the challenges inherent in the mandate to be assigned.

- To this end, sketch a typical portrait and identify the management competencies necessary to the exercise of the incumbent's duties in your institution, using the Competency Identification Chart (page 104 and thereafter).

- Identification of the profile sought serves to supplement the position's requirements by enabling the selection committee to choose candidates who correspond to the needs of the institution.

- Make a decision regarding the type of competition to be held.

Tools available

- Directory of key competencies for the executive director of the XXIst century (Section 2)
- Competency Identification Chart (page 104 and thereafter)
- Example: Profile sought by the *Centre Bonne Santé* (page 102)

Activity 1.6 : *Selection committee*

Principal regulatory provisions *

- In a limited sectoral competition or in a public competition, as provided in section 10 of the Regulations, the selection committee shall be composed of five members, two of whom, in the case of a regional board, shall be designated by the Minister and, in the case of a public institution, one of whom shall be designated by the Minister and the other by the regional board.

- The presence of all members of the selection committee is required to perform the preselection, the selection and to draw-up the eligibility list (section 10).

- Section 11 specifies that board of directors must advise the Minister of the date of the sittings of the selection committee at least 30 days prior to the date of the first sitting. (The Direction des cadres et des salariés of the MSSS network is of the opinion that this provision is obsolete and that it should be reconsidered during the next revision).

* *see page168*

Selection committee mandate

- The selection committee, composed of three representatives of the board of directors and two other delegated persons has a mandate to:

  - carry out the activities related to the recruitment, selection and assessment of the candidates eligibility;

  - submit its recommendations to the board of directors concerning the choice of the next job incumbent.

The board of directors of an institution may appoint persons to the selection committee whether or not they are members of the board of directors, with at least one of the three not being employed by an institution in the health and social service sector.

It would also be prudent to ensure that women or members of cultural communities are represented on the selection committee, depending on the institution's clientele and the territory served.

In order to avoid embarrassing or conflictual situations, it is suggested that no one who works for the institution should be appointed to the selection committee.

Key questions

- Does the selection committee have a clear mandate?

- Do the members of the selection committee have the knowledge, experience, skills, qualities and availability required to perform their mandate?

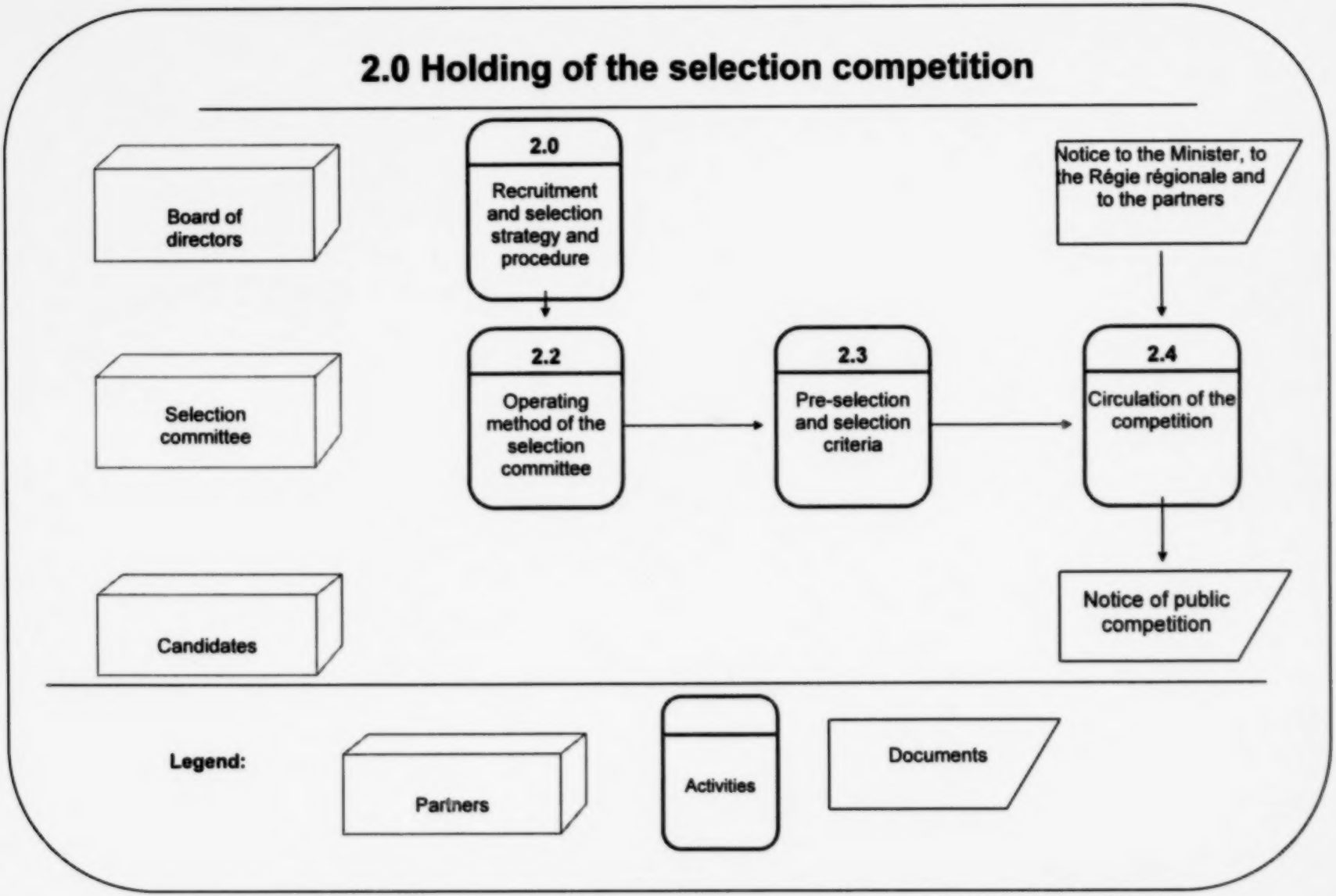
- Would it be prudent to:
  - have the chairperson of the board of directors participate on the selection committee?

  - assign an authorised budget to the selection committee?

  - have the selection committee seek the services of a specialised firm or organisation to assist the committee in its duties?

2.0

Holding of the selection competition


2.0 Holding of the selection competition
Board of directors
Selection committee
Candidates
2.0
Recruitment and selection strategy and procedure
2.2
Operating method of the selection committee
2.3
Pre-selection and selection criteria
2.4
Circulation of the competition
Notice to the Minister, to the Régie régionale and to the partners
Notice of public competition
Legend:
Partners
Activities
Documents

2.0 Holding of the selection competition

Introduction

- This stage essentially involves planning the entire selection procedure.

- The selection committee specifies its method of operation, plans its budget and schedules all the activities.

- The committee prepares the documents required for the preselection and the selection:
  - competition notice;
  - pre-selection and selection criteria;
  - notices of reception and letters thanking applicants.

- When necessary, the committee draws up a profile of the applicant sought depending on the regional and provincial context.

Roles and responsibilities

- The board of directors assumes preparation of the strategy involved in the procedure. If considered appropriate, the board may delegate this duty to the members of the selection committee

- However, the selection committee is responsible for its method of operation and for establishing preselection and selection criteria.

We suggest that the selection committee prepare the competition notice and that it specify the eligibility, preselection and selection criteria.

Step activities

2.1 Recruitment and selection strategy and procedure;

2.2 Mode of operation of the selection committee;

2.3 Preselection and selection criteria

2.4 Distribution of the competition notices.

Principal regulatory provisions * for a limited competition

By virtue of section 6 or the application of sections 126.1, 126.2 and 128 of the Act, when an administrative reorganisation has the effect of eliminating several executive director positions and creating a new one, the board of directors shall determine whether or not to offer the new position to one of the executive directors whose position has been eliminated.

By virtue of section 92, boards of directors shall notify in writing, at least **120 days** in advance, the executive directors concerned, the regional board and the Association des directeurs généraux, of its intention to carry out an administrative reorganisation in their institution. The new board of directors or the boards of directors which will be maintained shall notify their executive director(s) of the elimination of their position(s), in writing, at least **30 days** in advance, in conformity with section 94.

Principal regulatory provisions * for a limited sectoral competition

By virtue of section 13, the board of directors of a regional board or a public institution shall give written notice of the holding of a limited competition to the Centre de référence, the Conférence des régies régionales, the regional board of the region concerned, associations of institutions and associations of senior administrators and officers (see distribution list in the directory of tools on page 112). In order to provide a registration period of at least **25 days**, the written notice must be forwarded at least **30 days** prior to the date set for the holding of the competition.

Principal regulatory provisions * for a public competition

By virtue of section 17 of the Regulations, a regional board or a public institution shall give notice of a public competition in a newspaper published in the region served by the regional board or in the region in which the institution is located, as the case may be, as well as in a newspaper which is circulated throughout Quebec. This external notice of the competition shall be published at least **20 days** prior to the date of the first sitting of the selection committee and provide for a registration period of at least 15 days from the date of publication.

* *See page 168*

Activity 2.1: *Recruitment and selection strategy and procedure*

The board of directors must ensure that the procedure takes place under the most favourable conditions by providing the means to guarantee its efficacy.

Key questions

Determine the recruitment and selection strategy that is most appropriate to your situation by referring to the following questions:

- Have you given written notice of the competition to the authorities concerned and identified in the Regulations?
- Would it be desirable to publish the competition notice? (publication is obligatory in the case of public competitions). If so, which newspapers reach the target clientele you wish to solicit?
- Would it be prudent to use additional recruitment methods, such as internal posting, direct solicitation of candidates or forwarding competition notices to professional associations or institutions?
- Have you determined the number of eligible candidates desired for the preselection?
- Does your budget allow you to perform your recruitment and selection strategy? Do you need additional funds?
- Does the mandate assigned to the selection committee enable it to discharge its responsibilities in full?
- Have you offered the committee recourse to specialised firms or organisations to assist in their duties, if needed?

Activity 2.2: *Method of operation of the selection committee*

- During this stage, the members of the selection committee are asked to agree on their method of operation, plan their activities and organise their work.

Key questions

- Establish the selection committee's operating rules according to the mandate, responsibilities and pertinent legislative and regulatory provisions.

- Have you established:
  - the method of operation (full committee)?
  - the operating rules (consensus)
  - the chairperson of the selection committee?
  - the work plan and schedule?
  - the rules of ethics for the selection committee concerning confidentiality, discretion and respect of the individual?
- Do you need the services of a firm of consultants or a specialised organisation?
  - to prepare the preselection and selection tools?
  - to assess management competencies or check references?

- Depending on your respective availability, would it be useful to distribute the tasks?

- In order to ensure the proper working of the committee, would you like to adopt a formal mechanism to assess the activities undertaken by the selection committee?

Tools available

- Proposed agenda for the first meeting of the selection committee (page 110).
- Guide to the selection committee's method of operation (page 111)
- Distribution list for the competition notices (page 112).

Activity 2.3: *Preselection and selection criteria*

Definition

Preselection and selection criteria are used to assess the various characteristics of the applicant.

Preselection criteria essentially correspond to the training and experience required to fill the position. They are drawn up in the form of knowledge (level of academic training) and management experience (years of pertinent experience) required to occupy this position. Depending on the specific needs of the institution, the board of directors may raise the requirements or specify them, if applicable. These criteria are used to perform the candidate preselection procedure. In a limited competition involving senior administrators and officers from the health and social service sector, only persons holding positions or those with job security are eligible for the competition.

Selection criteria specify the institution's requirements in terms of competencies necessary to perform the mandate that the board of directors wishes to assign to the job incumbent. These criteria are measured using selection tools that you will be developing later on.

Key questions

Preselection criteria

- What are your preselection criteria in regard to academic training and management experience?
- Will these criteria allow you to assess the job applications you will receive?
- Have you provided for equivalency factors or combinations of training and management experience?
- In your opinion, is specific knowledge of the health and social service sector indispensable, necessary, or desirable?
- Have you made sure that your preselection criteria are not discriminatory and that they faithfully reflect the requirements of the position?

Selection criteria

- What are your selection criteria?
- Which key competencies are most important for your institution?
- Do the selection criteria reflect the management qualities necessary to accomplish the mandate that the board of directors will be assigning to the job incumbent and do they take into account the regional context of the institution?
- Do these criteria enable you to clearly determine which candidates are eligible to fill the position?
- Do you make a distinction between the essential, necessary or desirable characteristics?
- Are the selection criteria exclusively focused on the key competencies sought?
- Are they, in any manner whatsoever, discriminatory to persons liable to apply for this position?

Use the Directory of key competencies for the executive director of the XXIst century in section 2.

Approach proposed

- Revise the strategic analysis, mandate and profile sought by the institution.
- Draw up, validate and prioritise the preselection and selection criteria.
- Identify equivalency factors regarding the knowledge and management experience sought.
- Review the *Charter of Human Rights and Freedoms* to prevent any discrimination.
- Specify your support in regard to the Affirmative Action Program for your institution.

Tools available

- Example of preselection and selection criteria for the *Centre Bonne Santé* (page 113)
- Directory of key competencies for the executive director of the XXIst century (page 89 and thereafter)
- Competency Identification Chart (page 104 and thereafter)

Activity 2.4: *Distribution of the competition notice*

Key questions

- Are the profile of the person sought and the mandate to be assigned sufficiently clear to enable a meaningful competition notice to be drawn up?
- In the case of a limited sectoral competition, has the board of directors given written notice of the competition to the authorities identified in the Regulations?
- Would it be advantageous to use other means of recruitment, such as:
  - *publication* which involves publishing an advertisement in provincial and regional newspapers;
  - *posting* which consists of publishing the text or an adaptation of the text of the notice of competition within the institution;
  - *direct recruitment* that consists of identifying and contacting persons who correspond to the profile sought to inform them that a job is available in your institution and to encourage them to apply;
  - *indirect recruitment* that consists of reaching persons liable to correspond to the profile sought, by contacting professional associations, organisations or institutions, etc.?

- In the case of a public competition, the competition notice must be published in at least two newspapers: one regional and the other provincial.

The two latter approaches are designed to ensure a higher quality of potential candidates.

Procedure proposed

- The selection committee is responsible for designing and preparing the competition notice according to the profile and mandate drawn up in the preceding stage.

Drafting the notice of competition

- Consult the model notice of competition (tool available on page **Erreur ! Signet non défini.**) to help you get a grasp of the style, content and format used.

- Make sure that the notice of competition includes the following information:

  - the name of the institution
  - the location;
  - the job title;
  - the type of institution;
  - the reason for the position;
  - the principal challenges of the position (mandate);
  - the profile sought and key competencies required;
  - the job classification and other terms and conditions of employment, if applicable;
  - procedure for submitting an application;
  - the institution's commitment in regard to the Affirmative Action Program;
  - reservations concerning eligibility of applicants in the case of a limited competition.

- You can also ask the applicants to provide curriculum vitae describing their achievements and illustrating the competencies they have mastered.

- Just as in a call for tenders, the competition notice announces your specifications and facilitates the recruitment of candidates liable to satisfy your needs.

Number of candidates desired

We recommend that the selection committee begin by establishing the number of applications from eligible candidates it hopes to receive for the preselection procedure.

- The selection committee shall, in advance, establish the procedure it intends to follow if the number of candidates is insufficient (extension of the competition, etc.).

Publication in newspapers

- In the event a competition is reserved for senior administrators and officers in the health sector, the publication of advertisements in the newspapers is optional. In a public competition it is obligatory.

- The choice of the provincial newspaper and the regional newspaper must be based on the following criteria:
  - circulation;
  - profile of their clientele.

- It is preferable to publish the advertisement on a Saturday in order to ensure the best coverage. It may be necessary to invest additional funds to ensure the best position for the announcement in the newspaper.

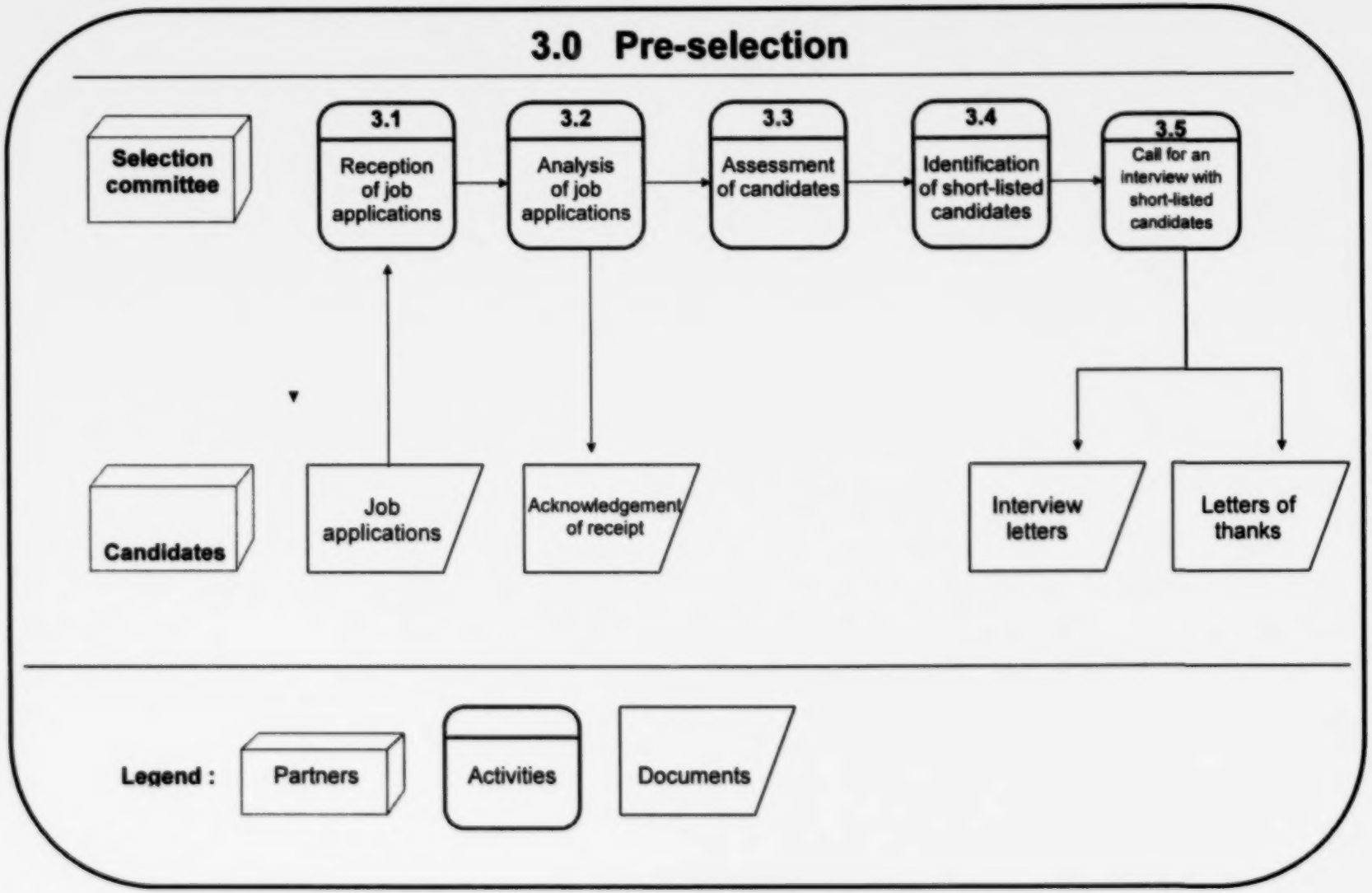
- Specify the deadlines and materials necessary for the publication of the offer of employment.

Tools available

- Model of a letter of notice to the Minister (page 114)
- Model of a notice of competition (page 115).

3.0

Pre-selection


3.0 Pre-selection
Selection committee
3.1
Reception of job applications
3.2
Analysis of job applications
3.3
Assessment of candidates
3.4
Identification of short-listed candidates
3.5
Call for an interview with short-listed candidates
Candidates
Job applications
Acknowledgement of receipt
Interview letters
Letters of thanks
Legend :
Partners
Activities
Documents

3.0 Preselection

Introduction

- This step essentially consists of sorting and classifying the applications received, strictly based on the candidates' eligibility and preselection criteria.

- This step involves the two following stages:
  - the first consists of eliminating non-pertinent applications, that is those which are not eligible or which do not meet the preselection criteria described in the competition notice;
  - the second involves classifying applications in first, second (and third order, if applicable) according to the degree to which they conform to the preselection criteria.

- This second phase requires an analysis and assessment of the candidates which is much more refined than the first phase.

Role and responsibilities

- The selection committee performs the entire process of analysing and assessing the job applications received.

Step activities

3.1. Reception of job applications;
3.2. Analysis of job applications;
3.3. Assessment of eligible candidates;
3.4. Identification of persons accepted;
3.5. Calling of the persons accepted to a meeting.

Activities **3.1** : ***Reception of job applications***
3.2 : ***Analysis of job applications***
3.3 : ***Assessment of eligible candidates***
3.4 : ***Identification of persons accepted***
3.5 : ***Calling of the persons accepted to a meeting***

Principal regulatory provisions *

➢ As provided in sections 10 and 14 of the Regulation, the selection committee must respect the following rules:

- all the members of the selection committee shall be present for the preselection *(section 10)* ;
- the committee shall establish preselection criteria and call for an interview persons whose application is accepted *(section 14)* ;
- the committee shall respect a period of at least seven days between the date of the preselection and the date of the selection interviews *(section 14)*.

➢ According to section 17 of the Regulation, at this stage, the selection committee shall ensure that a sufficient number of valid applications have been accepted in order to continue the selection procedure, otherwise it shall either extend the competition or open a second competition. Extending the competition shall have been provided for as a method from the beginning of the procedure, in the event the number of applications was not considered sufficient.

* *see page 173*

Key questions

- Has the assessment of the candidates been performed with rigor, objectivity and with respect for the persons who have submitted an application?
- Was the assessment essentially based on an examination of the criteria related to the academic knowledge and management experience specified in the notice of competition?
- Are the persons accepted eligible and do they adequately meet all the preselection criteria?
- Are the quality and number of candidates accepted sufficient to ensure a choice by the institution?
- Does the selection committee wish to continue the selection process by making a choice among the candidates or would it prefer to suspend the procedure and extend the competition or open another competition?

Procedure proposed

Reception of applications

- Usually, a designated person receives the applications, verifies the date limit and prepares files for the members of the selection committee.
- The members of the selection committee during a meeting must consider all job applications received within the set period for this purpose.
- Prepare letters acknowledging reception.

Analysis of the job applications and letters acknowledging reception

- Review the preselection criteria for the last time.
- Number, then distribute the job applications among the members of the selection committee.
- Verify the applicants' eligibility.
- Using the tool at your disposal, perform an individual analysis of the job applications for each eligible candidate. Make a preliminary selection using the following scale:
  A) meets the preselection criteria very well;
  B) meets the preselection criteria;
  C) does not meet the preselection criteria.

- Present the results of your analyses to the other members of the selection committee and classify the job applications according to a scale of A, B or C.
- Send out the letters acknowledging reception.

Evaluation of eligible candidates and identification of the persons to be accepted

- Using the tool at your disposal, review the job applications classified as A and B.
- Perform a more detailed, individual analysis of each application classified as A or B, targeting specific knowledge and key competencies liable to have been acquired through the achievements described in the curriculum vitae.
- Identify a group of applicants that respond most closely to the profile sought.
- Evaluate the number and quality of the candidates accepted.
- Make a decision on whether to continue the selection procedure, to open a new competition if this was provided for at the beginning of the recruitment procedure, or to extend the selection competition.

Call the persons accepted to a meeting

- Using the tool available, contact the candidates who are to report to a selection interview.

Forwarding letters of thanks to persons who have not been accepted

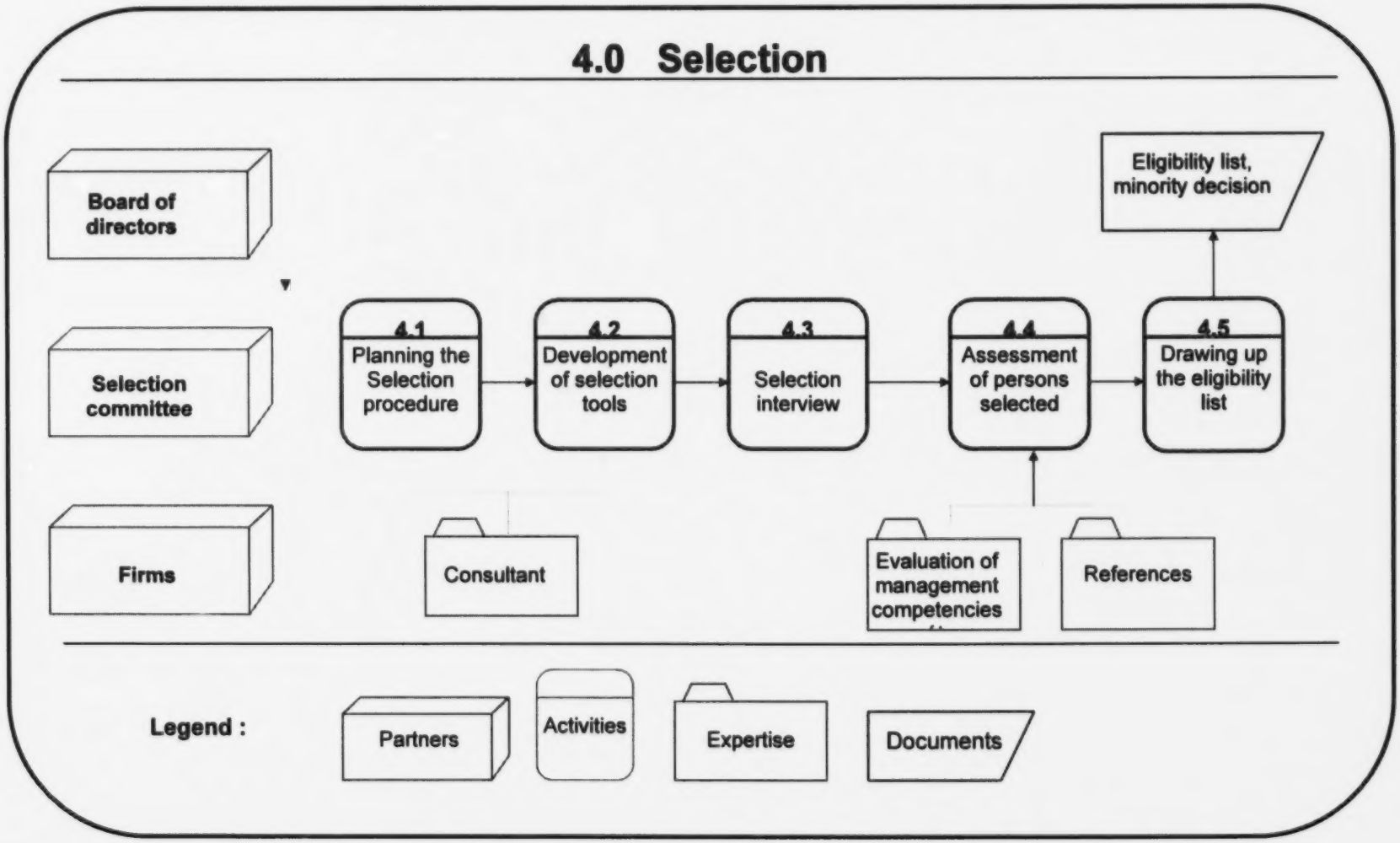
Using the tool available, forward letters thanking the people who have not been accepted for the selection interview.

Tools available

- Model of an acknowledgement of reception (page 115)
- Work summary: Assessment of job applicants (page 117).
- Model of a notice calling for an interview (page 118)
- Model of a letter to applicants not accepted during the preselection stage (page 119).

4.0

Selection


4.0 Selection
Board of directors
Selection committee
Firms
Eligibility list, minority decision
4.1 Planning the Selection procedure
4.2 Development of selection tools
4.3 Selection interview
4.4 Assessment of persons selected
4.5 Drawing up the eligibility list
Consultant
Evaluation of management competencies
References
Legend :
Partners
Activities
Expertise
Documents

4.0 *Selection*

Introduction

- This step essentially consists of selecting the persons accepted in the preceding step, during an individual interview and using the assessment tools to determine which candidates correspond most closely to the selection criteria.

- This step is composed of three separate stages:
  - a planning stage during which assessment tools are chosen and developed;
  - a performance phase that involves carrying out the interview and evaluating the persons accepted during the preselection;
  - a decision-making phase that consists of choosing among the persons interviewed, those who correspond most closely to the profile sought and who possess the key competencies required.

Role and responsibilities

- These three stages are performed by the selection committee, which, if necessary, can retain the services of a specialised firm or organisation.

Step activities

4.1. Planning the selection procedure;
4.2. Development of the selection tools;
4.3. Selection interviews;
4.4. Evaluation of the persons selected;
4.5. Drawing up the eligibility list.

Activity 4.1: *Planning the selection procedure*

Planning the selection procedure involves identifying the appropriate selection tools, organising and co-ordinating the selection activities and choosing the firm or organisation, which will assist you, if applicable.

Key questions

Choice of a specialised firm or organisation

- Is the firm or organisation specialising in management competency assessment recognised in this field?

Choice of selection tools

- Which selection tools do you wish to use?

- Which selection criteria do you wish to measure using:
  - the pre-interview questionnaire?
  - the selection interview?
  - situation scenarios?

- Who will be responsible for designing, co-ordinating and organising the selection activities?

Principal uses of the selection tools

Pre-interview questionnaire	Allows the candidate's general management knowledge to be evaluated in relation to the position, the institution and the sector of activity.
Situation scenario	Enables the exploration of management skills and assessment of certain management behaviours related to the specific needs of the institution.
Interview	Enables the selection committee to gather the necessary information and assess the key competencies sought.
Evaluation of management competencies	Enables an evaluation to be made of the candidate's management competencies related to the knowledge, skills and aptitude to take on the challenges proposed. Enables certain residual hypotheses on the value of the finalists to be objectified and confirmed.
References	Enables the information provided by the persons interviewed to be validated and confirms the scope of their achievements.

Activity 4.2: *Development of selection tools*

- The following sections provide information on how to develop the selection tools to be used by the members of selection committees: interview and pre-interview questionnaires and situation scenarios.
- If you wish to use other types of tools, such as knowledge tests, workshops to study behaviour in management situations, or the assessment of management competencies, we suggest you seek the services of a specialised firm or organisation.

Key questions

- Depending on the selection criteria:
- What information do you need to gather in order to make a decision and choose the person who is best qualified?
- Is the interview sufficient to enable you to obtain the information desired?
- Do you wish to use tools other than the selection interview?

Procedure proposed

How to construct an interview questionnaire

- Revise your selection criteria.
- For each of the criteria, determine the information you wish to obtain.
- Progress from the general to the specific.
- Begin the interview with the most impersonal subjects, then go on to the situation scenarios and, lastly, discuss subjects related to the personal, interpersonal and administrative qualities sought.
- Taking the time available into account, retain the most pertinent questions and make sure they are properly linked together.
- Construct the questions required to obtain the information desired:
  - *Open-ended questions* do not suggest a specific answer, but allow the person to answer in his/her own words. They enable the person's approach, values and knowledge to be assessed.

Q. Could you give a brief summary of your career path, outlining your main achievements?

- *Closed ended questions* are specific. They are used to obtain precise information

Q. Why did you leave your last employment?

- *Either/or questions* allow a choice of "yes" or "no" as the response. They enable certain points to be clarified or may be used to qualify the information received.

Q. Do you prefer to work alone or in a group?

➢ Depending on the priorities inherent in the proposed mandate, determine the order and time that should be allocated to each topic identified.

➢ Write down your questions, identify the answers expected and prepare the interview questionnaire (tools available).

➢ Make sure your questions are clearly stated, without suggesting the answers and that they enable the information desired to be collected.

➢ Make sure that your questions do not contravene the *Charter of human rights and freedoms* and that they are free from any discriminatory elements.

How to construct a pre-interview questionnaire

After having prepared the interview questionnaire, you can extract the topics to be developed and construct the pre-interview questionnaire. Invite the person selected to report one hour before his/her interview, or forward the pre-interview questionnaire together with the call for an interview. Before the interview, reread the answers obtained and, if necessary, clarify them during the interview.

- Identify two or three topics to be developed.
- Formulate open-ended questions.
- Use the procedure for preparing the pre-interview questionnaire.
- Follow the same procedure as in preparing the interview questionnaire.
- Prepare a summary evaluation chart accompanied by the responses expected.

How to construct a situation scenario

This formula enables greater investigation of the candidate's key competencies and management behaviour. The following is an approach designed to facilitate preparation of situation scenarios.

- In the Directory of key competencies for the executive director of the XXIst century, choose the key competencies that you wish to measure in your candidates.

- Prepare the situation scenario:
  - what is the situation?
  - what is the problem that the person must resolve?
  - what instructions must the person follow?

- Situation scenarios allow the candidate's judgement and key competencies to be assessed by providing concrete problems requiring resolution.
- Base your scenarios on actual situations experienced in your institution and which could be experienced in other institutions.
- You can define two or three realistic situation scenarios, graduating their level of complexity.

- Identify the key competencies sought in advance and prepare a chart to evaluate the behaviour observed.

The following are three examples of situation scenarios:

Example 1 :
What would you do to ensure the success of the merger of our residential and long-term care centre with the CLSC, in view of the major differences in the activities and management approaches of the two institutions?

Key competencies to be evaluated:
— change management;
— leadership;
— results centred management.

Example 2 :
Mr. X, who is responsible for a heavily handicapped beneficiary, writes you a letter to complain about the poor care provided to this person under his/her protection. Mr. X accuses the staff of negligence and a lack of respect for the beneficiary's bodily security. Mr. X threatens the institution that he will take the matter to the local newspaper if the care provided to the beneficiary is not improved. What would you do?

Key competencies to be evaluated:
— Client focus;
— Interpersonal and organisational communications;
— Self-management.

Example 3 :
You are attending a meeting of the management team. The managers are angry and confront you with the contradictions in the system: cuts in housekeeping and care positions while at the same time, money is being spent on renovating the roof, greater demands are being made in regard to the quality of care and operating budgets are being reduced. How would you react? What actions would you undertake immediately and in the medium term?

Key competencies to be evaluated:
— Ambiguity and paradox management;
— Leadership.

How to use the candidate evaluation rating summary

- The candidate evaluation rating summary basically covers the list of selection criteria agreed upon in advance and allows the selection committee to evaluate the candidate's profile in regard to the profile sought, that is the key competencies measurable through the selection interview (knowledge, skills and management experience).

- This summary enables the qualities of the candidates to be identified and situated in relation to the profile sought. It serves as a reminder and will facilitate the selection committee's deliberations later on. It is not designed to compare candidates but to assess them individually in relation to the profile sought.

Tools available

- Model of a pre-interview questionnaire (page 120).
- Model of an interview questionnaire (page 121).
- Candidate evaluation rating summary (page 126).
- Comparative candidate evaluation record (page 130).

To obtain more information concerning the design and use of the selection tools, consult the "Interview Guide" *attached hereto.*

Activity 4.3 : *Selection interview*

The interview consists of a conversation in which the objective is to gather information enabling the selection committee to evaluate the candidate's management qualities.

Key questions

Preparation of the interview

- Have the members of the selection committee reviewed the applications?
- Have the roles of the selection committee members been established?
  - reception and presentation;
  - holding of the interview;
  - distribution of questions to be asked and time allowed for each question.
- Have you consulted the results of the pre-interview questionnaire?

Procedure proposed

Conducting the interview

- Greet the person, perform the introductions and inform him/her of the length of the interview and the topics that will be discussed.
- Begin the interview with general topics followed by more specific matters.
- Avoid forming an early opinion. Pay attention to your personal prejudices.
- Avoid generalising a behaviour drawn from a specific context.
- Do not allow the person to digress from the topic. Reformulate your questions if necessary.
- Make an evaluation based on the information that the person provides:
  - retaining the significant and important elements in his/her answers;
  - observing the form, content and quality of his/her answers;
  - avoiding reacting personally, verbally or non-verbally to a given answer;

- remaining neutral, without making value judgements or personal comments;
- by discretely noting your appraisal of the candidate's answers on the candidate evaluation-rating summary for each of the criteria identified, showing respect and consideration for the candidates.

➢ At the end of the interview, provide time to respond to questions, which could be asked of you.

Ending the interview

➢ Inform the person of the interview follow-up and the next stages in the process.
➢ Provide the candidate with the consent form required to check his/her references.
➢ Ask him/her to provide you with a list of persons of his/her choice as references (name, title, institution, telephone number).
➢ Assure him/her of the confidentiality of the information gathered.
➢ Inform him/her of the subsequent use of the information provided (destruction / preservation).

Following each interview

➢ Individually, complete the candidate evaluation-rating summary immediately following the interview (tools available).
➢ Avoid comparing and discussing your impressions.
➢ Concentrate on the interview results and identify the strengths and weaknesses observed in relation to the profile sought.

Activity 4.4 : *Evaluation of the persons selected*

This is the most critical step in the process for most of the members of the selection committee, since its results will influence the choice of the committee and the board of directors.

For this purpose we propose an evaluation procedure divided into three stages:

- Evaluation and pooling of individual comments.
- Analysis of the results related to the evaluation of management competencies and the references.
- Deliberation and identification of the finalists.

The suggested procedure essentially involves identifying, pooling and recognising the management qualities of each person evaluated in relation to the profile sought.

Evaluation and pooling of the comments of the members of the selection committee

- Each member of the selection committee completes the candidate evaluation-rating summary presented on page 126, for each person selected.

- The members then pool the summaries of the evaluations performed by sharing the final marks obtained on the evaluation record.
- The members of the selection committee add up the total points for each candidate.
- During your deliberations, identify the candidates who, according to the selection tools, meet the profile sought.

Following these deliberations, the committee members submit the list of finalists to the firm or organisation chosen to assess management competency and, if applicable, to check references.

Analysis of the results of the management competency evaluation and references

Although most of the activities in this stage are generally performed outside the selection committee, we suggest that the committee should:

- plan the performance of the activities with the firm or organisation specialising in management competency assessment;
- confirm the proposed meetings with the finalists;
- examine the results when the firm or organisation retained submits and presents the assessment report.

In the event the committee decides to check the candidates' references itself, we suggest you consult the methodology proposed on the following pages.

Deliberations and identification of the finalist(s)

During this stage, the members of the selection committee must choose the finalist(s) who will be proposed to the board of directors.

To do so, we suggest they review the files of the persons being considered, identify their strengths and weaknesses in relation to the profile sought and evaluate their management competencies in relation to the mandate involved in the position.

Before establishing your choice, consider the candidates' respective merits, list their distinctive key competencies and prepare your recommendation.

Tools available

- Candidate evaluation rating summary (page 126).
- Consent form (page 131)
- Reference chart (page 133)

Reference verification methodology

Definition

- Verifying references involves contacting the persons who can provide information concerning the achievements and behaviour observed in concrete working situations in order to confirm or refute the information, which has been provided.

- It is easy to make the most of this activity since:
  - the persons referred are liable to give positive references;
  - also, they are not necessarily objective in their assessments;
  - the value of their testimony may be weighted.

- Essentially it involves collecting a standardised report of the achievements and management qualities, which you feel, are necessary for the position.

Key questions

- What information do you want to have confirmed?
- Which people could best confirm this information for you?
- Who should verify the references?

Procedure proposed

- Designate a member of the selection committee to check the references.
- Check the references by telephone or in person only.
- Contact at least three of the reference sources authorised by the person concerned.
- Explain that their opinion is important for the institution, which is preparing to make a choice.
- Describe the key elements of the profile sought, in such a way that the person can form an idea of the type of information desired.
- State your doubts (hypotheses), if applicable. It is easier for the person to confirm or refute with a yes or no than to make a negative comment.
- Ensure the person of the confidentiality of his/her comments.
- Exercise your judgement in regard to the information collected.
- On the summary, enter the pertinent information that could be confirmed in writing or revealed to the finalist.
- Summarise the references for each finalist and forward the synthesis of this assessment to the selection committee:
  - excellent references;
  - good references;
  - certain reservations.

Activity 4.5 : *Drawing up the eligibility list*

Principal regulatory obligations *

- As stated in section 15 of the Regulations, the selection committee must draw up a list of eligible candidates. This list shall then be forwarded to the board of directors who shall make the final decision concerning the future executive director, as well as to the Minister and to the regional board for their information

- The decision to declare a candidate eligible shall be made by at least three members of the selection committee. A member may express a minority position and communicate it to the board of directors, providing reasons, if wished, in writing.

- By virtue of section 16, if no candidate is declared eligible by the selection committee, the board of directors shall so notify the Minister and the regional board within five days and a new competition shall be held. This second competition may be a limited sectoral competition according to section 12 or a public competition as prescribed in section 17. If the board of directors chooses a public competition it shall notify the Minister and the regional board of the reasons for this decision.

* *See page 174*

Procedure proposed

Following the identification of the finalists, the selection committee must submit to the board of directors:

- the list of eligible candidates;
- accompanied, if applicable, by minority positions;
- and the recommendations of the selection committee.

To this end, we suggest that the members of the selection committee:

- come to an agreement in order to declare the eligible candidate(s);
- sign the list of eligible candidates to be presented to the board of directors;
- make their recommendations concerning the eligible candidates;
- if applicable, prioritise the list of eligible candidates;
- assign a mandate to the chairperson of the selection committee to represent the committee in dealing with the board of directors.

The chairperson then prepares his/her presentation to the members of the board of directors and forwards the list of eligible candidates to the regional board or to the Minister as well as, if applicable, the minority position of the committee, for their information.

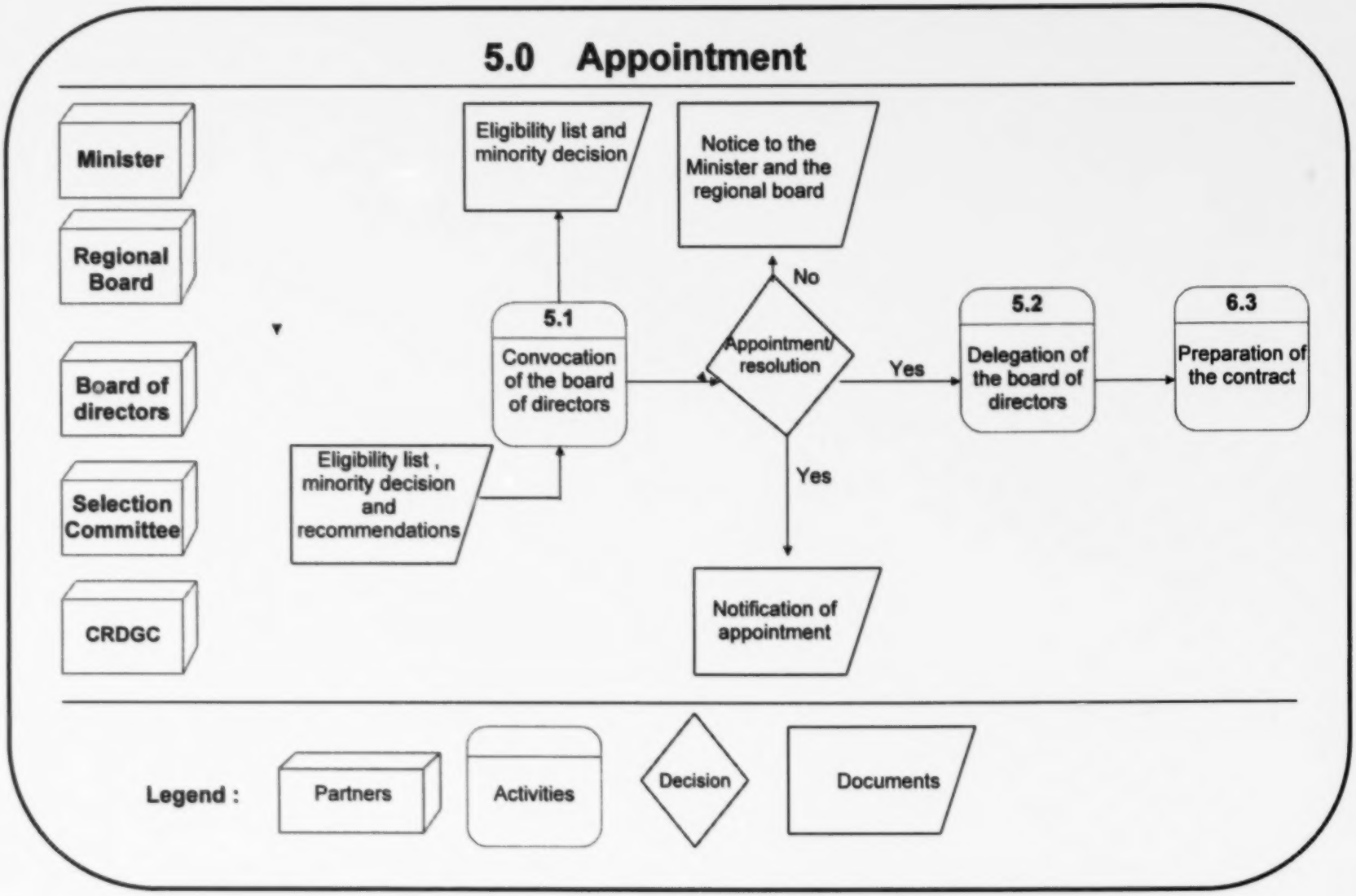
Tools available

➢ Model of a list of eligible candidates (page 136).

5.0

Appointment

5.0 Appointment



5.0 *Appointment*

Introduction

- The board of directors shall appoint, by resolution and according to the recommendations of the selection committee, a person from among the finalists, as executive director of the institution.
- Where no candidate is appointed by the board of directors, the latter shall advise the Minister within five days and a new competition shall be held.
- Following the appointment, the board of directors shall prepare the engagement contract that shall be proposed to the selected candidate in advance.

Roles and responsibilities

- The chairperson of the board of directors is responsible for the activities in this step.
- The chairperson of the selection committee presents and submits the eligibility list to the board of directors and, if applicable, the minority decision and recommendations of the committee.

Step activities

5.1. Convocation of the board of directors;
5.2. Delegation of the board of directors;
5.3. Preparation of the contract;
5.4. Or, if applicable, notification of the Minister;
5.5. And, holding of a new competition.

Activities **5.1** ***Convocation of the board of directors***
5.2 : ***Delegation of the board of directors***
5.3 : ***Preparation of the contract***
5.4 : ***Notification of the Minister***
5.5 : ***Holding of a new competition***

Principal legal provisions *

- By virtue of section 15 of the Regulations, the eligibility list and recommendation, with reasons, are forwarded to the board of directors for decision (appointment) and to the Minister and the regional board for their information.

- By virtue of section 201 of the Act, the board of directors shall make the appointment by way of a resolution adopted by the vote of not less than **two-thirds of its members** at a meeting called for that purpose;

- By virtue of section 18 of the Regulations, the mandate of an executive director shall not exceed four years;

- According to section 16 of the Regulations, if the board of directors decides to appoint none of the candidates declared eligible and qualified, it shall so notify the Minister and the regional board within **5 days** and a new competition shall be held. Such competition shall be a limited sectoral competition or a public competition. If the board of directors decides to hold a public competition, it must also forward the reasons for its decision to the Minister and to the regional board (section 16 of the Regulations).

* *See page 175*

Procedure proposed

- After having been informed of the results of the work of the selection committee, the chairperson of the board of directors convokes a special meeting of the members of the board of directors and forwards the list of eligible candidates and, if applicable, the minority decision of a member of the committee to the Minister for his/her information.

- During the special meeting of the board of directors:
  - the chairperson of the selection committee presents the following to the members of the board of directors:
  - the mandate of the selection committee,
  - the recruitment and selection procedure performed,
  - the list of eligible candidates;

  - and the chairperson of the selection committee presents the selection committee's recommendations to the members of the board of directors.

- Following the discussion period, the chairperson of the board of directors asks the members of the board to adopt a resolution concerning the appointment of the executive director from among the eligible candidates.

- This resolution shall be adopted by the vote of at least **two-thirds of the members composing the board of directors.**

- We then suggest that the board of directors designate two members from its executive to prepare, negotiate and sign the engagement contract on behalf of the institution.

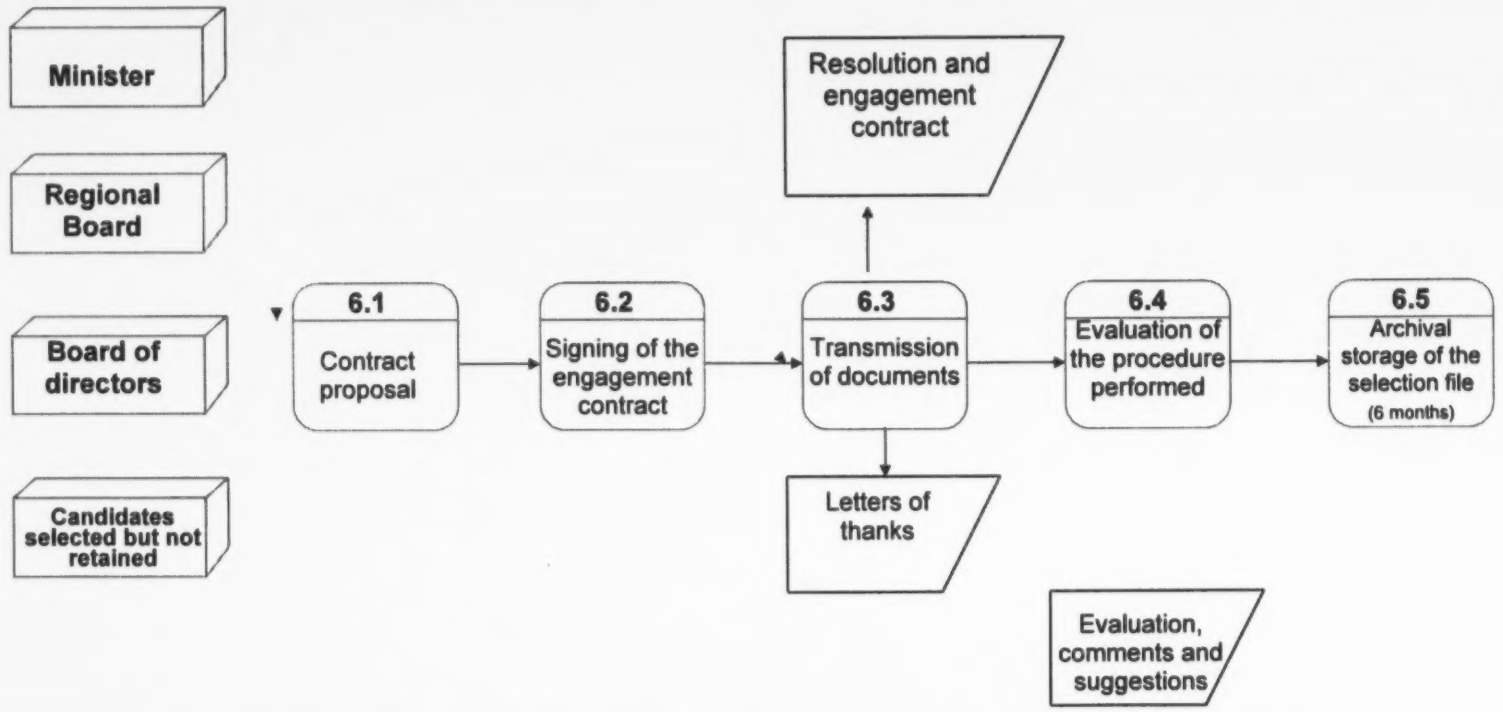
Tools available

- Model of a letter to be forwarded to the Minister (page 137)
- Model of a resolution of the board of directors concerning the appointment of an executive director (page 138).

6.0

Engagement

6.0 Engagement



6.0 *Engagement*

Introduction

- This step essentially consists of hiring the candidate. It involves specifying the mandate, objectives and results expected and signing the engagement contract with the candidate in order to enable him/her to take up active duty within an agreed period.

- The evaluation rating summary of key competencies for the executive director of the XXIst century can be used as a reference in the annual performance appraisal of the executive director.

- This step is composed of the following stages:
  - preparation, negotiation and signature of the engagement contract;
  - evaluation of the recruitment, selection and appointment process and forwarding of the documents to the parties concerned;
  - seeing to the competition follow-up among the candidates not retained and archiving the selection file.

Role and responsibilities

- The persons designated by the board of directors assume responsibility for the activities to be performed in this step.

Activities in the step

6.1. Preparation of the contract proposal;
6.2. Negotiation and signing of the engagement contract;
6.3. Transmission of documents;
6.4. Evaluation of the process performed;
6.5. Archiving of the selection file.

Activities 6.1 ***Preparation of the contract proposal***
6.2 : ***Negotiation and signing of the engagement contract***

Principal legislative and regulatory provisions *

- As stipulated in section 19 of the Regulations, the engagement contract shall be signed by the parties concerned and satisfy the following requirements:
  - contain the rights, obligations and benefits specific to the position including vacations, personal holidays and the terms and conditions for the annual appraisal of his/her work performance, etc.;
  - make no provision for the payment of financial benefits other than those provided for by the Government;
  - any provision that does not comply with the Act respecting health services and social services and the Regulations made thereunder shall be considered null.

- Persons representing the board of directors may also define the specific mandate, results expected and proposed schedule in the engagement contract, specifying the procedure and evaluation tools used.

- Depending on the needs identified the persons representing the board of directors may also attach the development plan for the executive director to the contract (section 122 of the Regulations enacted by order in council 1179-92 (August 12, 1992)

- By virtue of section 20, the resolution of the board of directors and the engagement contract shall be sent to the Minister within thirty days following the date of signing of the contract.

* *See page 177*

Procedure proposed

- Depending on the mandate you were assigned by the board of directors, you must prepare the engagement contract and, if applicable, identify the mandate, results expected, work plan and schedule proposed, specifying the assessment procedure and tools used. For this purpose, you may refer, among others, to the *"Guide d'appréciation du rendement du directeur général» published* by the AHQ and prepared in collaboration with the ADGSSSQ.

- You may also attach the development plan for the executive director to the engagement contract presented in section 4, according to the needs identified. The results of the management competency assessment and the recommendations of the selection committee may be employed in this regard.

- Call the candidate chosen by the board of directors to a meeting, present him/her with the results of the selection procedure accompanied by the contract proposal. Together with the candidate, determine the terms of employment as well as the date on which he/she will take up his/her duties.

- Following signing of the engagement contract, together with the job incumbent, plan the steps involved in assuming his/her duties.

- The resolution concerning the appointment shall indicate that the employment is conditional to signing of the contract. An example of this resolution and the engagement contract shall be forwarded to the Minister within thirty days following the date of signing of the contract, with a certified copy to the regional board.

Activities 6.4 : Evaluation of the process performed
6.5 : Archiving of the selection file

We invite the chairperson of the board of directors to attach the evaluation rating summary of the process performed to the selection file, to forward the evaluation rating summary of this guide, and to archive the selection file in a locked cabinet for a period of six months.

Key questions

- Who should participate in the evaluation of the recruitment, selection and appointment process?
- What are the important points to be emphasised?
- What are the points that require improvement?
- What were the difficulties encountered?
- Was the recruitment, selection and appointment guide useful to you?
- Did the representative of the regional board on the selection committee facilitate the performance of the activities and assist the other members of the committee?
- What suggestions do you have to improve the process proposed?

Procedure proposed

- All the members of the board of directors who participated in one of the steps of the process can participate with the members of the selection committee in evaluating the recruitment, selection and appointment process. This evaluation remains the property of the institution and shall be attached to the selection file.
- We invite you to send us the evaluation-rating summary of the recruitment, selection and appointment guide for executive directors.

- We also suggest that you archive the selection file in a locked cabinet for a period of six months and destroy any personal documents concerning the candidates not retained at the end of this period. On one hand, the chairperson of the selection committee may have access to these documents to respond to requests which he/she may receive and, on the other hand, the experience gained may be reinvested on renewal of the mandate of the person chosen or during another recruitment.

Tools available

- Evaluation rating summary of the recruitment, selection and appointment process (page 134)
- Evaluation rating summary of the guide published by the *Régie régionale* (page 141).

Section 2

Directory of key competencies for the executive director of the XXIst century

Directory of key competencies for the executive director of the XXIst century[2]

Key competencies

1. Strategic vision

Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment and the network.

A. Success indicators

- Anticipates changes and new trends predict impacts;
- Annualises strengths, weaknesses, dangers and opportunities for the institution;
- Grasps the strategic issues concerning the institution;
- Determines action priorities and strategic orientations to be taken.

B. Management skills

- Global and long term vision
- Ability to analyse and synthesise
- Strategic planning
- Management by objectives and by priorities

2.Client focus

The ability to adapt practices and operating methods in order to offer services which focus on responding to the needs and expectations of the user, in accordance with the mission(s) of the institution.

A. Success indicators

- Anticipates the needs and expectations of the current and potential clientele;
- Establishes the conditions necessary to provide the user with the greatest accessibility to the highest quality services possible;
- Prepares follow-up and control mechanisms to assess user satisfaction;

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[2] Adaptation of the **Directory of competencies for the XXIst century manager** to the position of executive director, Régie régionale de la santé et des services sociaux et Confédération (1996)

- Encourages the users' participation in identifying their expectations and evaluating their satisfaction.

B. Management skills

- Listens actively to clients and users
- Is concerned about the quality of services to the clientele
- Approach focusing on user participation.

3. Partnership

The ability to work together, cooperate and share resources and activities with various players outside the institution.

A. Success indicators

- Communicates a global and integrated vision favourable to the creation of multiple alliances;
- Targets the principal partners according to the needs of the institution and their specific contributions;
- Encourages the creation of multiple alliances and partnership networks with institutions and community organisations in order to maximise the management of resources and services offered;
- Encourages the conclusion of complementary agreements and service contracts while respecting the partners' cultures, missions and ways of doing things.

B. Management skills

- Professional credibility
- Shows respect to others
- Collaborative approach
- Ability to negotiate in a win-win approach
- Propensity for identifying opportunities for partnerships

4. Entrepreneurship

The ability to initiate and bring to fruition innovative projects in order to take on the challenges inherent in the institution and its network of alliances.

A. Success indicators

- Encourages the development of a culture open to questioning the status quo and ways of doing things;

- Establishes conditions favourable to creativity and recognises the right to err (but not to be negligent) ;
- Questions established ways of operating with a view to doing better for a lower cost;
- Brings innovative and stimulating projects to fruition.

B. Management skills
- Open attitude
- Creativity and innovation
- Proactive approach
- Action oriented
- Dynamism
- Seeks challenges and sets high personal goals

5. Results centred management

The ability to attain targeted goals in terms of quality, impact and efficiency through rigorous management in regard to planning, organisation, follow-up and control.

A. Success indicators
- Identifies the results anticipated and sets management indicators to assess the effectiveness and efficiency of the interventions performed;
- Establishes management mechanisms for continuous quality improvement;
- Optimises management of human, material, financial, information and technological resources through regular and rigorous monitoring and controls;
- Evaluates the administrative structure, programs, processes, resources and services offered according to organisational objectives.

B. Management skills
- Operational planning skills
- Organisational skills
- Rigor in exercising follow-ups and controls
- Concern for concrete results
- Concern for effectiveness and productivity
- Sense of responsibility

6. Ambiguity and paradox management

The ability to resolve complex problems, to act appropriately in unforeseen and sometimes seemingly confused situations and to innovate in seeking solutions to the challenges facing the institution and its environment.

A. Success indicators

- Makes sure he/she understands the complexity of situations and files and clearly perceives the various underlying interests;
- Identifies a guideline, gives meaning to events in spite of apparent inconsistencies and paradoxes;
- Shows diplomacy in resolving problems;
- Identifies solutions taking into account common and divergent interests using a "win-win" approach.

B. Management skills

- Flexibility and tolerance in the face of ambiguity
- Fundamental values as a comparative base
- Tenacity
- Problem resolution skills
- Diplomacy
- Ability to manage conflicts of interest

7. Change management

The ability to adapt, initiate and implement change, in a way that enables the institution to continuously adjust to current demands in a context in which change is a constant.

A. Success indicators

- Provides a clear, constructive and realistic vision of the changes desired and defines the means to implement them;
- Evaluates the impact of change and prepares a transition plan;
- Anticipates possible difficulties and resistance and establishes conditions for success to facilitate the implementation of change;
- Ensures the continuity of the change process on the human, logistic, financial and political levels.

B. Management skills

- Openness to change
- Ability to adapt
- Sensitivity and empathy
- Preventive approach
- Pragmatic approach

8. Leadership

The ability to encourage the commitment of his/her co-workers and various partners around common objectives so that everyone is extremely motivated and aspires to high performance and participation levels.

A. Success indicators

- Communicates a vision that encourages the personnel to surpass themselves;
- Delegates files and mandates to his/her co-workers and employees according to their roles and competencies, makes them responsible and accountable for the results they must achieve;
- Encourages mutual assistance and builds a winning work team; creates organisational synergy by developing coherence and cohesion between the various work teams and units;
- Acts as coach, guide and advisor for his/her staff through his/her support, recognition and involvement in order to improve everyone's contribution.

B. Management skills

- Ability to delegate
- Approach encouraging accountability
- Ability to persuade
- Charismatic and competent leadership
- Team work and concentrated approach
- Skill in coaching

9. Interpersonal and organisational communications

The ability to listen, to encourage meaningful discussions and to circulate information in order to encourage productive work relations, founded on respect and confidence within the institution and the environment.

A. Success indicators

- Takes into account the particularities of the ethnocultural, religious and linguistic communities with which he/she interacts;
- Establishes flexible discussion mechanisms enabling the circulation of information, interaction and co-operation
- Communicates with transparency, clarity and concision using a style of language adapted to different interlocutors and in the language(s) spoken (French and English);
- Indicates and ensures the promotion of the institution, its mission, its achievements.

B. Management skills

- Facility in verbal expression
- Logical and structured thought process
- Open and sensitive to differences
- Bilingualism (if necessary)
- Transparency and honesty
- Diplomacy and tact
- Sociability

10. Self management

The ability to act independently due to his/her self-confidence, emotional stability, ability to manage stress and keep an open mind; is capable of self reflection; seeks to improve and consolidate his/her skills in order to bring an added value to the institution, the network and the environment.

A. Success indicators

- Sets personal standards of excellence, objectively evaluates his/her contribution to the institution, is receptive to feedback from others concerning him/her personally and his/her actions;
- Demonstrates curiosity, seeks to learn and remain at the forefront of new management trends;
- Maintains a well-balanced lifestyle and controls his/her reactions and emotions in spite of stress and strong pressures;

- Develops his/her network of personal and professional contacts as opportunities to consult, self-validate, and deal with different ways of doing things.

B. Management skills

- Self confidence
- Independence
- Self control and management of stress
- Self knowledge and ability to be introspective
- Integrity
- Intellectual curiosity
- Interest in his/her professional development

11. **Others (if applicable)**

_____

_____

_____

A. Success indicators

-
-
-
-

B. Management skills

-
-
-
-

Section 3

Inventory of tools

Model request to open a selection contest

Date

Nom
Ministre de la Santé et des Services sociaux
Gouvernement du Québec
1075, chemin Sainte-Foy, 15e étage
Québec (Québec) G1S 2M1

Objet : Demande d'ouverture du concours pour le poste de directrice générale ou de directeur général

---

Madame la Ministre / Monsieur le Ministre,

Lors de la séance régulière du _____, le conseil d'administration du *Centre Bonne Santé* a adopté une résolution demandant l'ouverture officielle du concours de sélection pour le poste de directrice générale ou de directeur général du *Centre Bonne Santé*.

Conformément à l'article 8 du règlement sur certaines conditions applicables aux directeurs généraux (S-4.2, r.0.1.(, vous trouverez ci-joint l'extrait de procès-verbal faisant état de la résolution.

Puisque le poste de directrice générale ou de directeur général sera dépourvu de son titulaire le _____ prochain, nous vous demandons l'autorisation de procéder à l'ouverture du concours de sélection.

En espérant le tout à votre entière satisfaction, nous vous prions d'accepter, (Madame la Ministre / Monsieur le Ministre), nos salutations distinguées.

La présidente ou le président du conseil d'administration,

/ (signature)

Pièce jointe

C.C. Régie régionale de la santé et des services sociaux

Model extract of the minutes of a regular meeting of the board of directors concerning opening a selection competition

Extract of the minutes of the regular meeting of the Board of Directors of *Centre Bonne Santé*, held on _____, at _____ a.m./p.m. at

date

_____

address

Opening of the employment competition

A motion was proposed, duly seconded and unanimously resolved that a request shall be made to the Minister of Health and Social Services to authorise the *Centre Bonne Santé* to open a competition for the position of executive director, as quickly as possible.

Chairperson of the board of directors

(signature)

Certified copy

_____

Secretary of the Board of Directors

Example: Profile sought by the Centre Bonne Santé

Mission

- Institution specialising in research, teaching and preventive and curative services in mental health,
- which promotes the treatment and reintegration of beneficiaries in their living environment,
- with an operating budget of $100 million.

Situation

- An increase and aggravation in problems related to mental health;
- Personnel are exhausted;
- A major expansion and renovation project to be completed and operational in three years;
- Tight operating budget;
- Intense pressure from the community to prevent mental health problems and to improve reintegration of beneficiaries.

Strategic Orientations

Clinical:

- To ensure curative services are maintained;
- To reposition preventive services, with an emphasis on community approaches;
- To develop research and teaching services and consultations with the community.

Administrative:

- To pursue healthy management practices while performing capital projects which respect needs, budgets and schedules.

Development Plan

- Perform the expansion and renovation project within the next 3 years;
- Promote and implement community intervention projects within the next 3 years;
- Bring together, mobilise and support the personnel in the institution's renewal.

Mandate

- Results based management
- Partnership
- Leadership
- Client focus

Profile sought

Experienced manager, the person sought shall be completely dedicated to the needs of the institution. Based on results, he/she will personify the institution's renewal, working closely together with the internal and external partners. Sharing the mission of the institution, he/she will ensure the performance of the development plan by mobilising the organisation's resources and capitalising on the desire to exceed expectations and succeed.

Special competencies

- Very good understanding of the needs, problems and issues involved in the institution;
- Tested experience in management of large-scale change projects;
- Excellent personal, interpersonal and administrative skills;
- Focuses on results, the excellence of services and the quality of management;
- Clearly demonstrates qualities enabling him/her to encourage collaboration, mobilisation and a participative effort.

COMPETENCY IDENTIFICATION CHART

INSTITUTION:_____

The ten competencies described below are essential to the profile of the executive director of an institution in the health and social service network. Evaluate each of the key competencies according to the components involved in the profile sought for the future executive director of your institution and determine their relative importance: **2 (very important) , 1 (important), 0 (less important).**

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	Relative importance
1. Strategic vision Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment and the network.	• Overall and long-term vision • Ability to analyse and synthesise • Strategic planning • Management by objectives and by priorities	• Anticipates changes and new trends, predicts their impacts; • Analyses strengths, weaknesses, hazards and opportunities for the institution; • Grasps the strategic issues for the institution; • Determines action priorities and strategic orientations to be taken.	
2. Client focus The ability to adapt practices and operating methods in order to offer services which focus on responding to the needs and expectations of the user, in accordance with the mission(s) of the institution.	• Listens actively to clients and users • Concern for the quality of clientele services • Approach based on user participation	• Anticipates the needs and expectations of the current and potential clientele; • Establishes the conditions necessary to ensure the user has easy access to the highest quality services possible; • Prepares follow-up and control mechanisms to evaluate user satisfaction • Promotes the participation of users in identifying their expectations and evaluating their satisfaction in regard to the quality of services.	

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	
3. Partnership The ability to work together, co-operate and share resources and activities with various external practitioners.	• Professional credibility • Respect for others • Collaborative approach • Ability to negotiate in a win-win approach • Propensity for identifying opportunities for partnerships	• Communicates a global and integrated vision favourable to the creation of multiple alliances; • Targets the principal partners according to the needs of the institution and their specific contributions; • Encourages the creation of multiple alliances and partnership networks with institutions and community organisations in order to maximise the management of resources and services offered; • Encourages the conclusion of complementary agreements and service contracts while respecting the partners' cultures, missions and ways of doing things.	
4. Entrepreneurship The ability to initiate and bring to fruition innovative projects in order to take on the challenges inherent in the institution and its network of alliances.	• Open attitude • Creativity and innovation • Proactive approach • Action oriented • Dynamism • Seeks to meet challenges and extend personal limits	Encourages the creation of a culture open to questioning the status quo and ways of doing things; Establishes conditions favourable to creativity and recognises the right to err (but not to be negligent); Questions established ways of doing things with a view to doing better for a lower cost; Brings innovative and stimulating projects to fruition.	

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	
5. **Results centred management** Ability to attain targeted goals in terms of quality, impact and efficiency through rigorous management in regard to planning, organisation, follow-up and control.	• Operational planning skills • Organisational skills • Rigor in exercising follow-ups and controls • Concern for concrete results • Concern for effectiveness and productivity • Sense of responsibility	• Identifies the results anticipated and sets management indicators to assess the effectiveness and efficiency of the interventions performed; • Establishes the management mechanisms for continuous quality improvement; • Optimises management of human, material, financial, information and technological resources through regular and rigorous monitoring and controls; • Evaluates the administrative structure, programs, processes, resources and services offered according to organisational objectives.	
6. **Ambiguity and paradox management** The ability to resolve complex problems, to act appropriately in unforeseen and sometimes seemingly confused situations, to be creative in seeking solutions to the challenges facing the institution.	• Flexibility and tolerance in the face of ambiguity • Fundamental values • Tenacity • Problem resolution skills • Diplomacy • Ability to manage conflicts of interest	• Makes sure he/she understands the complexity of situations and projects and clearly perceives the various underlying interests; • Identifies a guideline, gives meaning to events in spite of apparent inconsistencies and paradoxes; • Shows diplomacy in resolving problems; • Identifies solutions taking into account common and divergent interests in a "win-win" climate.	

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	
7. **Change management** Ability to adapt, initiate and implement change in a way that enables the institution to continuously adjust to current demands in a context in which change is a constant.	• Openness to change • Ability to adapt • Sensitivity and empathy • Preventive approach • Pragmatic approach	• Provides a clear, constructive and realistic view of the changes desired and defines the means to implement them; • Evaluates the impact of change and prepares a transition plan; • Anticipates possible difficulties and resistance and establishes conditions for success to facilitate the implementation of change; • Ensures the continuity of the change process on the human, logistic, financial and political levels.	
8. **Leadership** The ability to encourage the commitment of his/her co-workers and various partners around common objectives so that everyone is extremely motivated and aspires to high performance and participation levels.	• Ability to delegate • Approach encouraging accountability • Ability to persuade • Charismatic and competent leadership • Team work and concentrated approach • Skill in coaching	• Communicates a vision which encourages the personnel to extend their personal goals; • Delegates files and mandates to his/her co-workers and employees in accordance with their respective roles and competencies, makes them responsible and accountable for the results they must achieve; • Encourages mutual assistance and builds a winning work team; creates organisational synergy by developing coherence and cohesion between the various work teams and units; • Acts as a coach, guide and advisor for his/her staff through his/her support, recognition and involvement in improving everyone's contribution.	

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	
9. Interpersonal and organisational communications Ability to listen, to encourage meaningful discussions and to circulate information in order to foster productive work relations founded on respect and confidence within the institution and his/her environment.	• Facility in verbal expression • Logical and structured thought process • Openness and sensitivity to differences • Bilingualism (if necessary) • Transparency and honesty • Diplomacy and tact • Sociability	• Takes into account the particularities of the ethnocultural, religious and linguistic communities with which he/she interacts; • Establishes flexible discussion mechanisms enabling the circulation of information, interaction and co-operation; • Communicates with transparency, clarity and concision using language adapted to different interlocutors and in the language(s) spoken (French and English); • Indicates and ensures the promotion of the institution, its mission, its achievements.	
10. Self management The ability to act independently due to his/her self-confidence, emotional stability, ability to manage stress and keep an open mind; is capable of self reflection; seeks to improve and consolidate his/her skills in order to bring an added value to the institution, the network and the environment.	• Self confidence • Independence • Self control and management of stress • Capacity for introspection • Integrity • Intellectual curiosity • Interest in his/her professional development	Sets personal standards of excellence, objectively evaluates his/her contribution to the institution, is receptive to feedback from others concerning him/her personally and his/her actions; Is curious, seeks to learn and remain at the forefront of new management trends; • Maintains a well-balanced lifestyle and control over his/her reactions and emotions in spite of stress and pressures; Develops his/her network of personal and professional contracts as opportunities to consult, self-validate and deal with different ways of doing things.	

KEY COMPETENCIES	MANAGEMENT SKILLS	SUCCESS INDICATORS	
11. **Others (if applicable)** _____ _____ _____ _____	• • • •	• • • •	

Centre Bonne Santé

DRAFT AGENDA

First meeting of
the selection committee
date, time, location

1. Presentation by the regional board of the recruitment, selection and appointment process.
2. Preparation of the operating rules.
3. Appointment of the chairperson of the selection committee.
4. Study of the actions to be taken, preselection and selection procedures.
5. Choice of a specialised firm or organisation.
6. Timetable and schedule of the activities of the selection committee.
7. Miscellaneous business.

Operating guide for the selection committee

Steps and activities	Person in charge	Secretary	Results anticipated	Deadline	Follow-up
1. Holding of the competition • Preselection criteria • Selection criteria • Competition notice					
2. Preselection • Reception of applications • Letters acknowledging reception • Analysis and evaluation of candidates • Identification and calling of eligible candidates to an interview • Letters of thanks					
3. Selection • Development of selection tools • Selection interviews. • Evaluation of candidates selected. • Preparation of the eligibility list • Preparation and presentation of recommendations					

DISTRIBUTION LIST FOR COMPETITION NOTICES

1. Ministère de la Santé et des Services sociaux	Madame Sylvie Paradis Fax : (418) 528-9258
2. Conférence des régies régionales	Madame Marie-France Desrosier Fax : (418) 523-9645
3. Régie régionale de Montréal-Centre	Madame Lisette Shaffer Fax : (514) 286-6925
4. Centre de référence des directeurs généraux	Madame Lisette Catelani Fax : (514) 873-0413
5. Association des hôpitaux du Québec (AHQ)	Monsieur Raymond Paquin Fax : (514) 282-4289
7. Association des centres jeunesse du Québec (ACJQ)	Madame Christiane Asselin Fax : (514) 842-4834
8. Association des CLSC et des CHSLD du Québec	Monsieur Claude Malboeuf Fax : (514) 931-9577
9. Association des centres hospitaliers et des centres privés du Québec (ACHAP)	Madame Louise Ricard Fax : (514) 873-7063
10. Association des directeurs généraux des services de santé et des services sociaux du Québec (ADGSSSQ)	Monsieur Michel Denis Fax : (514) 281-5054
11. Association des cadres supérieurs de la santé et des services sociaux (AGSSS)	Monsieur Robert Savard Fax : (514) 465-0444
12. Association des gestionnaires des établissements des santé et de services sociaux (AGESSS)	Monsieur Réal Cloutier Fax : (514) 651-9750
13. Association des cades intermédiaires de la santé et des services sociaux du Québec (ACISSSQ)	Monsieur Jean-Joseph Rheault Fax : (514) 521-7081

up-dated: 1998-10-30

Example: Preselection and selection criteria for the Centre Bonne Santé

Preselection criteria

- University post graduate diploma in administration, combined with under graduate training in human or health sciences;
- Some fifteen years professional experience, with at least five years in senior management positions;
- Thorough knowledge of the field of mental health projects, particularly those related to disinstitutionalisation, social reintegration and the community approach;
- Experience in construction and capital project management ($10 to 15 million) would be an important asset;
- Knowledge of the health and social service sector is necessary.

Selection criteria

As a priority:

- Results centred management: *excellence of services, effectiveness and quality of management*
- Partnership: *particularly with community organisations;*
- Leadership: *to rally the personnel around the development plan and to make them fully accountable in attaining organisational objectives;*
- Client focus: *concern for the clientele with mental health problems.*

But also:

- Strategic vision: *understanding of the issues, problems and needs of our institution;*
- Entrepreneurship: *in order to foster creativity and initiatives;*
- Ambiguity and paradox management: *in a situation involving budget cuts and increased weight of the clientele;*
- Change management: *to facilitate the performance of the development plan and the capital project as well as to prevent resistance;*
- Interpersonal and organisational communications: *internally and in the community; functional mastery of the English language;*
- Self-management: *ability to manage stress, independence in his/her duties and an open mind in regard to personal professional development.*

Model Letter of notice to the minister

Date

Nom
Ministre de la Santé et des Services sociaux
Gouvernement du Québec
1075, chemin Sainte-Foy, 15e étage
Québec (Québec) G1S 2M1

Objet : présentation d'un avis de concours

Madame la Ministre ou Monsieur le Ministre,

J'ai le plaisir de vous présenter, en votre qualité de Ministre responsable de la Loi sur les services de santé et le services sociaux, l'avis de concours pour le poste de directrice générale ou de directeur général du *Centre Bonne Santé*.

Veuillez agréer, *Madame la Ministre ou Monsieur le Ministre*, l'expression de nos sentiments les meilleurs.

La présidente ou le président du conseil d'administration,

Signature

Pièce jointe

C.C. Centre de référence des directeurs généraux et des cadres
Régie régionale de la santé et des services sociaux

Model of a competition notice

EXECUTIVE DIRECTOR

The *Centre Bonne Santé* :

- is a hospital with a psychiatric vocation;
- is an internationally recognised research centre;
- has a clientele of more than 2,000 users served by the institution, a day centre and ten supervised homes;
- provides services dispensed by a multi-professional team of over 2,500 employees;
- is an institution with an operating budget of $100M.

The CHALLENGES it offers involve

Repositioning the quality of services as the focal point of the institution's concerns; mobilising all the internal and external partners to the clinical mission and the institution's development plan; ensuring the co-ordination, quality and efficiency of services; planning and managing the construction of a specialised service centre; promoting prevention and social reintegration for the beneficiaries.

The PROFILE sought

A solid expertise in change management, strategic vision and sensitivity to changes in the needs of the environment, leadership which encourages participation and commitment to organisational objectives, decisive character, concern for effectiveness and a management approach focused on results.

The REQUIREMENTS of the position

Post graduate university diploma, preferably in administration, five years pertinent management experience. Familiarity with the field of mental health and the redeployment of mental health services. Construction project management experience would be an asset.

Competition limited to senior administrators and officers in the health and social service sector

Remuneration and social benefits according to the policies applicable to administrators in the health and social service sector (class 25, under revision).

Persons interested may forward a C.V., describing their achievements and illustrating the competencies mastered, before 5 p.m. on *(date / month / year)* to the following address:

Chairperson of the Selection Committee
Competition « Executive Director »
Centre hospitalier Bonne Santé
address

Note : The Centre Bonne Santé ensures access to this position without discrimination to all persons wishing to submit their application.

Model acknowledgement of recite

Date

Nom
Adresse
Ville (Province) code postal

Concours : poste de directrice générale ou de directeur général

Madame, Monsieur,

Nous accusons réception de votre offre de service au poste mentionné en rubrique.

Nous vous remercions de l'intérêt que vous manifestez à l'endroit de notre établissement et nous communiquerons avec vous aussitôt que possible.

Veuillez agréer (Madame, Monsieur), l'expression de nos meilleurs sentiments.

La présidente ou le président du comité de sélection,

signature

Work summary
Assessment of job applicants

N°	Family and first name	Preselection criteria				Decision		
		Academic training	Management experience	Special knowledge	Key competencies	A	B	C

Model
Invitation to an interview

Date

Name
Adresse
Ville (Province) code postal

Objet : poste de directrice générale ou de directeur général

Madame ou Monsieur,

Dans le cadre du processus de sélection du poste mentionné en rubrique, il nous fait plaisir de vous convoquer à une entrevue qui aura lieu à :

- Endroit : .....
- Jour (date) .....
- Heure : .....

(Si pertinent) Une épreuve écrite d'une durée d'une heure environ précédera l'entrevue.

Veuillez agréer, *Madame ou Monsieur*, l'expression de nos meilleurs sentiments.

La présidente ou le président du comité de sélection,

signature

Model letter to persons not retained at the preselection stage

Date

Nom
Adresse
Ville (Province) code postal

Objet : poste de directrice générale ou de directeur général

Madame ou Monsieur,

La présente est pour vous informer que nous n'avons pas retenu votre offre de service pour le poste mentionnée en rubrique.

En effet, malgré votre expérience et vos compétences, d'autres personnes correspondaient davantage au profil recherché.

Nous vous remercions de l'intérêt manifesté envers notre établissement et nous vous prions d'accepter, *Madame ou Monsieur*, nos sentiments distingués.

La présidente ou le président du comité de sélection,

signature

NOTE : *This letter may be sent after candidates have been chosen for interview.*

Model pre-interview questionnaire

Family and first name:_____

How do you perceive your role as the executive director of a hospital specialising in mental health?

.....

.....

.....

.....

.....

.....

.....

.....

.....

Factors evaluated :

- Knowledge of the position.
- Relations with the board of directors.
- Knowledge of the mission or the vocation of the institution.
- Links with internal and external partners.
- Management approaches and philosophy.

Model interview questionnaire
CENTRE BONNE SANTÉ

Candidate: _____ Date: _____

We have planned an interview of approximately one hour. and have prepared several questions in order to cover all aspects of the position.

1. Briefly describe your career path, emphasising your principal achievements and the competencies you demonstrated

Answer: .....
.....
.....
.....

Factors evaluated :

- Self management.
- Interpersonal communications.
- Partnership.
- Pertinence of achievements:
  - • management of a construction site
  - • management of a centre for mental health problems
  - • experience working with community organisations
  - • experience in a large institution

2. What is your interest in our institution?

Answer:.....
.....
.....
.....

Factors evaluated :

- Client focus.
- Partnership.
- Change management.
- Coherence in his/her career plan.

3. What is your vision of social reintegration? Is it realistic? Under what conditions and how should it be performed?

Answer: .....
.....
.....

Factors evaluated :

- Adherence to the concept of social reintegration.
- Realistic approach.
- Strategic vision.
- Result centred management.
- Leadership.

4. How would you bring about a successful merger between our residential and long-term care centre and the CLSC, taking into account the major differences in the activities and management methods of the two institutions?

Answer: .....
.....
.....

Factors evaluated :

- Change management
- Leadership
- Result centred management

5. Mr. X, who is responsible for a heavily handicapped beneficiary writes you a letter to complain about the poor care provided to this person under his/her protection. Mr. X accuses the staff of negligence and a lack of respect for the beneficiary's bodily security. Mr. X threatens the institution with taking the matter to the local newspaper if the care provided to the beneficiary is not improved. What would you do?

Answer: .....
.....
.....

Factors evaluated :

- Client focus
- Interpersonal and organisational communications
- Self management

- 6. You are attending a meeting of the management team. The managers are angry and confront you with the contradictions in the system: cuts in housekeeping and care positions while, at the same time, money is being spent on renovating the roof, the demands related to the quality of care are being increased and operating budgets reduced. How would you reply?

Answer: .....
.....
.....
.....

Factors evaluated:
- Ambiguity and paradox management
- Leadership

7. In the next few years we will be performing some major renovations. Have you had any similar experience? What are the most important elements to monitor during the planning, then during the performance of the project?

Answer: .....
.....
.....
.....

Factors evaluated :
- Valuable experience in construction/renovation
- Result centred management
- Client focus
- Change management

8. Why should you be chosen among the applications we have received? What are the aspects that you would like to improve in order to play the role of the executive director of our institution better?

Answer: .....
.....
.....
.....

Factors evaluated:
- Self management (self-confidence and capacity for Introspection)
- Interpersonal communications (honesty and transparency)

9. What are your expectations of the board of directors and the chairperson?

Answer: .....
.....
.....
.....

Factors evaluated:
- Partnership
- Leadership
- Understanding of respective roles

10. We have a few minutes left, do you have any questions concerning the position, our institution or the selection process?

Answer: .....
.....
.....
.....

Factors evaluated :
- Motivation for the position
- Concerns about the position or the institution

Grid for the preparation of a situational scenario

Situation	Instructions	Knowledge and behaviour expected

CANDIDATE EVALUATION RATING SUMMARY

INSTITUTION: _____

CANDIDATE : _____

The ten competencies described below are essential to the profile of the executive director of an institution in the health and social service network.
In the first column, enter the results of the "Competency Identification Chart ", then evaluate each candidate according to the following ratings:
2 (very well mastered), 1 (mastered), and 0 (mastered very little or not at all) and finally multiply the result of the first two columns to establish a weighted rating.

KEY COMPETENCIES	COMMENTS	Relative importance	Candidate	Weighted rating
1. **Strategic vision** Ability to anticipate trends, read the environment, make projections for the future of the institution in relation to its environment and the network. 2. **Client focus** The ability to adapt practices and operating methods in order to offer services which focus on responding to the needs and expectations of the user, in accordance with the mission(s) of the institution.				

□KEY COMPETENCIES	COMMENTS			
3. **Partnership** The ability to work together, co-operate and share resources and activities with various external practitioners 4. **Entrepreneurship** The ability to initiate and bring to fruition innovative projects in order to take on the challenges inherent in the institution and its network of alliances. . 5. **Results centred management** The ability to attain targeted results in terms of quality, impact and efficiency, through rigorous management in planning, organisation, follow-ups and controls.				

KEY COMPETENCIES	COMMENTS			
6. **Ambiguity and paradox management** The ability to resolve complex problems, to act appropriately in unforeseen and sometimes seemingly confused situations, to innovate in seeking solutions to the challenges facing the institution and its environment. 7. **Change management** The ability to adapt, initiate and implement change, in a way that enables the institution to continuously adjust to current demands in a context in which change is a constant. 8. **Leadership** The ability to encourage the commitment of his/her co-workers and various partners around common objectives so that everyone is highly motivated and aspires to a high level of performance and participation.				

□KEY COMPETENCIES	COMMENTS			
9. **Interpersonal and organisational communications** The ability to listen, to encourage meaningful discussions and to circulate information, in order to encourage productive work relations, founded on respect and confidence within the institution and its environment. 10. **Self management** The ability to act independently due to his/her self-confidence, emotional stability, ability to manage stress and keep an open mind; is capable of self reflection; seeks to improve and consolidate his/her skills in order to bring an added value to the institution, the network and the environment. 11. **Others (if applicable)** _____ _____				

Comparative candidate evaluation record

Key competencies	Candidates' names			
1. Strategic vision				
2. Client focus				
3. Partnership				
4. Entrepreneurship				
5. Results centred management				
6. Ambiguity and paradox management				
7. Change management				
8. Leadership				
9. Interpersonal and organisational communications				
10. Self management				
11. Other(s)				
Total				

For each of the key competencies sought, enter the ratings for each candidate.

CONSENT FORM

(To be completed following the selection interview)

I hereby agree that the personal information I have provided or which will be provided to the selection committee on my behalf shall be placed in a file to support my application for the position of executive director of (*name of the institution).*

I therefore authorise the selection committee to contact the persons referred to on the reverse of this form to confirm my service records and to ask them for an appraisal of my performance.

In order to protect access to this personal information, I have been informed that my file will be kept in a locked cabinet and that it will be destroyed at the end of the selection competition unless my application is retained, in which case this information shall be placed in my personal and confidential file

_____ _____

Date Signature

Authorised references

References	**Current employer**	**Previous employer**
1. Superior		
- Family, first name:	_____	_____
- Title:	_____	_____
- Institution:	_____	_____
- Location:	_____	_____
- Telephone:	_____	_____
2. Colleagues		
- Family, first name:	_____	_____
- Title:	_____	_____
- Institution:	_____	_____
- Location:	_____	_____
- Telephone:	_____	_____
3. Other *(specify the relationship)*		
Family, first name:	_____	
- Title:	_____	
- Institution:	_____	
- Location:	_____	
- Telephone:	_____	

Reference result chart

Candidate: _____ **By:** _____
Date : _____
Specific points to verify:

Example :
- Employment history
- General and specific experience
- Distinctive key competencies
- Principal achievements
- Management attitudes and conduct

➢ _____
➢ _____
➢ _____
➢ _____
➢ _____

_____
_____
_____
_____
_____
_____

Persons contacted: _____ Tel. : _____
_____ Tel. : _____
_____ Tel. : _____

Information gathered:

_____
_____
_____
_____
_____
_____
_____
_____

Summary of the references: Excellent ☐
Good ☐
Reservations ☐

Use the reverse side if necessary

Recruitment, selection and appointment process assessment summary

For the members of the Board of Directors and the Selection Committee

Tick the box that corresponds to your satisfaction with each step of the process.

Step 1 : Opening of the selection competition

	Very good	Good	Average	Poor
➢ Strategic analysis	❑	❑	❑	❑
➢ Needs and mandate.....	❑	❑	❑	❑
➢ Profile sought and key competencies	❑	❑	❑	❑
➢ Appointment of the selection committee.....	❑	❑	❑	❑

Comments and suggestions :

_____

_____

_

Step 2 : Holding of the selection competition

	Very good	Good	Average	Poor
➢ Recruitment and selection strategy ..... and procedure	❑	❑	❑	❑
➢ Performance of the selection committee....	❑	❑	❑	❑
➢ Preselection and selection criteria	❑	❑	❑	❑
➢ Circulation of the competition notice.....	❑	❑	❑	❑

Comments and suggestions :

_____

_____

_

Step 3: Preselection

	Very good	Good	Average	Poor
➢ Analysis of applications	❑	❑	❑	❑
➢ Evaluation of candidates	❑	❑	❑	❑
➢ Identification of eligible candidates	❑	❑	❑	❑

Comments and suggestions :

_____

_____

Step 4 : Selection

	Very good	Good	Average	Poor
➢ Planning of the selection procedure.....	❑	❑	❑	❑
➢ Development of the selection tools.....	❑	❑	❑	❑
➢ Selection interview	❑	❑	❑	❑
➢ Evaluation of the selected candidates	❑	❑	❑	❑
➢ Preparation of the eligibility list.....	❑	❑	❑	❑

Comments and suggestions :

_____

_____

_

Step 5 : Appointment

	Very good	Good	Average	Poor
➢ Preparation and conduct of the ..... meeting of the Board	❑	❑	❑	❑
➢ Delegation of the Board of Directors.....	❑	❑	❑	❑
➢ Preparation of the contract	❑	❑	❑	❑

Comments and suggestions :

_____

_____

_

Step 6: Engagement contract

	Very good	Good	Average	Poor
➢ Contract proposal	❑	❑	❑	❑
➢ Signing of the contract	❑	❑	❑	❑
➢ Evaluation of the procedure	❑	❑	❑	❑

Comments and suggestions :

_____

_____

Model admissibility list

Poste de directrice générale ou de directeur général

Date : _____

Nom de l'établissement ***(région)***:

Adresse : _____

Classe salariale: _____

Liste des appliquants et des candidats admissibles au poste de directrice générale ou directeur général (établissement et région) ci-dessus mentionné. (Préciser si cette liste est présentée selon l'ordre prioritaire).

Noms et prénoms ***(en lettres moulées)***	**Adresse**
_____	_____
_____	_____

Membres du comité de sélection ***désignés par*** ✓ **

Noms et prénoms	**Signature**	**D.M.***	**C.A.**	**R.R.**	**Ministre**
1. _____	_____	❑	❑	❑	❑
2. _____	_____	❑	❑	❑	❑
3. _____	_____	❑	❑	❑	❑
4. _____	_____	❑	❑	❑	❑
5. _____	_____	❑	❑	❑	❑

* *En cas de décision minoritaire, veuillez motiver, si désiré, votre position et l'annexer à la présente.*

** *Encerclez la case vis-à-vis du nom du président du comité de sélection.*

Model
Letter of transmission

Date

Name
Ministre de la Santé et des Services sociaux
Gouvernement du Québec
1075, chemin Sainte-Foy, 15e étage
Québec (Québec)
G1S 2M1

Objet : Liste d'admissibilité et décision minoritaire du comité de sélection

---

Madame la ministre ou Monsieur le ministre,

Vous trouverez ci-joint, la liste d'admissibilité produite par le comité de sélection en ce qui concerne le recrutement d'une directrice générale ou d'un directeur général au sein de notre établissement.

En espérant le tout à votre entière satisfaction, nous vous prions d'accepter, *Madame la ministre ou Monsieur le ministre*, nos sentiments distingués.

La présidente ou le président du conseil d'administration,

signature

Pièce jointe : liste d'admissibilité

C.C. Régie régionale de la santé et des services sociaux

Model extract of the minutes of a special meeting of the Board of Directors concerning the appointment of an executive director

Extract of the minutes of a special meeting of the Board of Directors of the *Centre Bonne Santé*, held on _____, at___ a.m./p.m.,
date

at _____
address

Appointment of the executive director

A motion was proposed, duly seconded and unanimously resolved to appoint (Mrs. or Mr. _____) to the position of executive director of the *Centre Bonne Santé*.

Since the hiring of this person is conditional on signing of the engagement contract, a motion was proposed and unanimously adopted that two members of the Board of Directors shall be delegated to prepare, negotiate and sign the engagement contract with the person appointed to the position of executive director of our institution.

Chairperson of the Board of Directors

(*signature*)

Certified true copy

_____
Secretary of the Board of Directors

Model letter of transmission to the minister

Date

Name
Ministre de la Santé et des Services sociaux
Gouvernement du Québec
1075, chemin Sainte-Foy, 15e étage
Québec (Québec) G1S 2M1

Objet : Résolution sur la nomination et le contrat d'engagement de la directrice générale ou du directeur général du *Centre Bonne Santé*

Madame la ministre ou Monsieur le ministre,

Vous trouverez ci-joint, l'extrait de procès-verbal faisant état de la résolution relative à la nomination de notre directrice générale ou de notre directeur général accompagné du contrat d'engagement dûment signé.

En vous remerciant de la collaboration qui nous a été offerte, nous vous prions d'accepter, *Madame la ministre ou Monsieur le ministre*, nos sentiments distingués.

La présidente ou le président du conseil d'administration,

signature

Pièces jointes (2)

c.c. Régie régionale de la santé et des services sociaux

Model letter to persons selected but not retained by the Selection Committee or by the Board of Directors

Date

Name
Address
City (Quebec) postal code

Re : Position of executive director

Dear Madam or Sir,

We would like to thank you for having submitted your application for the above-mentioned position.

However, we must inform you that your application has not been retained. Although your qualifications were certainly of interest and were carefully evaluated during the selection interview, another person who meets the requirements of the profile sought more closely has been selected.

Once again, thanking you for your interest, we remain,

Yours sincerely

Chairperson of the Selection Committee

signature

NOTE : *This letter must be sent after signing of the engagement contract with the person recruited.*

Evaluation rating summary of the Regional board's contribution

(To be forwarded to the Regional board)

Structure of the guide	Totally Satisfied	Satisfied	Dissatisfied	Totally Dissatisfied
➢ the diagrams were precise	❑	❑	❑	❑
➢ the key questions were useful	❑	❑	❑	❑
➢ the approach proposed was pertinent	❑	❑	❑	❑
➢ the approach proposed was clear	❑	❑	❑	❑
➢ the advice was clear	❑	❑	❑	❑

Comments and suggestions : _____

_____

Format of the guide	Totally Satisfied	Satisfied	Dissatisfied	Totally Dissatisfied
> the guide was easy to use	❑	❑	❑	❑
> organisation of the material was logical	❑	❑	❑	❑
> references and appendixes were easy to find	❑	❑	❑	❑

Comments and suggestions : _____

_____

The Régie régionale's representative	Totally Satisfied	Satisfied	Dissatisfied	Totally Dissatisfied
> facilitated the process	❑	❑	❑	❑
> presented the material	❑	❑	❑	❑
> clarified the legal obligations and restrictions	❑	❑	❑	❑
> offered prudent advice	❑	❑	❑	❑
> answered your questions	❑	❑	❑	❑
> acted rapidly and diligently	❑	❑	❑	❑
> listened to the concerns of the members of the Committee	❑	❑	❑	❑

Comments and suggestions : _____

_____

Section 4

Description of the position of executive director

The description of the position of executive director
is based on the description of typical administrative positions,
Health and social service sector
Ministère de la Santé et des Services sociaux,
Gouvernement du Québec

Description of the position

Executive director
reporting to the board of directors

Summary

Under the authority of the board of directors, assumes responsibility for the performance of the mission and objectives of the institution.

In order to provide the clientele with quality, effective and efficient services, plans, organises, co-ordinates and evaluates the use of the institution's human, financial, material and information resources. Ensures the coherent integration of clinical and service dimensions, administrative dimensions and operational dimensions within the institution.

Seeks and fosters participation and complementarity with partners within and outside the network. Represents the institution in dealings with various external bodies.

Management responsibilities

Under the authority of the board of directors is responsible for the administration and operation of all institution(s) administered by the board of directors. According to the requirements of the Act and the different characteristics of the institution(s), assumes the following management responsibilities:

A. Management of the organisation

- Sees to the execution of the decisions of the board of directors and ensures that all information is forwarded to the board that it may require or that is necessary for the board to assume its responsibilities.

- Specifies the institution's mission, together and in agreement with the levels and organisations concerned and ensures it is implemented

- Defines the management philosophy and values of the institution according to the needs of the clientele and in collaboration with the authorities and organisations concerned and ensures they are implemented.

- Draws up the orientations, objectives, priorities, strategies and plans of action for the institution, together with the authorities concerned and ensures they are performed and evaluated.

- Encourages continuity and complementarity of the services provided by the institution with those offered by other institutions and other resources in the region.

- Prepares the administrative, professional and scientific organisation plan for the institution and submits it to the board of directors.

- Prepares the annual activity report for the institution and submits it to the board of directors. Organises, with the members of the board of directors concerned, the annual public meeting.

- Takes care of preparing the meetings of the board of directors and sits as a member of the board.

- Ensures that the institution can pass the regulations necessary to conduct its business and exercise its responsibilities and that it sets out regulations on all topics determined by government regulation, when pertinent to the institution's jurisdiction.

- On behalf of the institution, signs contracts authorised by the board of directors.

- Ensures that each director defines the role, objectives and priorities of his/her department.

- Ensures the standards, systems, management policies and programs of the institution are prepared, applied and up-dated.

- Effectively and efficiently manages the human, material, financial and information resources of the institution, while respecting the values of the organisation in order to ensure quality services in accordance with the pertinent laws and standards and takes the appropriate measures.

- Ensures that clinical activities carried out in the centre are co-ordinated and supervised.

- Evaluates the services provided by the institution, in terms of their pertinence, quality and effectiveness, taking into account the analysis of needs and resources available.

- Ensures that the laws, codes, standards, procedures, individual and group contracts, regulations and directives are respected.

- Sees to the application of all of the institution's programs, such as quality assessment, risk management, occupational health and safety, quality of the working environment, emergency plan.

- Sees to the negotiation and application of agreements with other institutions or organisations concerning contracts for services, research, teaching, etc.

- In the event of an emergency, suspends the privileges of a physician or a dentist or the status of a pharmacist carrying out his/her profession in the centre, in the event of the absence or lack of action taken by the director of professional services, the chairman of the Council of physicians, dentists and pharmacists or the head of the clinical department concerned.

- Ensures the preparation and follow-up of files in order to meet standards of registration and certification standards required by recognised organisations.

- Ensures and co-ordinates representation by the executive director for the institution both inside and outside the organisation.

- Fosters the smooth operation of the users' committee and informs each user in writing of the existence of such a committee.

- Sees to the preparation, application and up-dating of the administrative personnel on-call system for the institution, if applicable

- Ensures that the integration and co-ordination mechanisms necessary for the provision of quality services and the management of resources are in place.

- Forwards the information required by the various provincial and regional authorities and advocates files and projects with such authorities.

- Provides the linkage with the institution's foundation, if applicable.

B. Management of clientele services

- Introduces a continuous service planning procedure based on an evaluation of the needs of the clientele, ensuring complementarity with services provided by other institutions.

- Prepares strategies to maintain, develop or abandon services.

- Ensures the preparation and performance of activity programs.

- Ensures the establishment of mechanisms to evaluate the pertinence, quality and effectiveness of services or care provided and the satisfaction of the clientele.

- Prepares and forwards to the board of directors the complaint examination procedure formulated by users, designates the senior officer responsible for its application and submits his/her designation to the board of directors for approval.

- Assumes himself, or designates a person to assume the obligations provided in the Civil Code and the Public Curator Act in regard to protective supervision of persons who are incapable and mandates given by persons in the event they become incapacitated.

C. Human resource management

- Sees to the preparation, application and revision of organisation plan structures.

- Sees to the preparation, up dating and approval of job descriptions for the positions in the institution.

- Selects and hires management and other members of the personnel of the institution, according to established procedures.

- Sees to the reception, participation, motivation, enrichment, skill maintenance and development of human resources.

- Sees to the preparation, application, up-dating and circulation of a code of ethics indicating users' rights and the practices and conduct expected from all persons working in the institution toward the users.

- With the participation of the employees of the institution and, if applicable, the unions of which they are members, prepares an annual plan of action for personnel development.

- Sees to the preparation, implementation and follow-up of the assessment procedures for management personnel and the staff.

- Assesses the performance of personnel who report directly to him/her.

- Sees that mechanisms are introduced to foster employer-union relations within the institution, when applicable.

- Sees to the negotiation and application of local agreements.

- Advises management personnel in the institution and provides them with support they require to exercise their management responsibilities.
- Works with the Régie régionale in preparing a regional human resource development plan.

D. Financial resource management

- Prepares the institution's budget estimates with the persons concerned, submits them to the board of directors and sees to the execution of expenditures in accordance with the institution's operating budget and the decisions of the board.

- Administers the institution's budget according to priority needs while respecting pertinent laws, regulations and directives.

- Identifies strategies and corrective measures to enable the budget to be balanced, when applicable.

- When applicable, forwards to heads of clinical departments, the head of the medical service or the physician responsible for medical services, information on the administrative and financial consequences of the activities of physicians, dentists and pharmacists in their department or service, as the case may be.

E. Physical resource management

- Sees to the planning of the needs of the institution for equipment, furnishings and supplies and ensures they are purchased, used, maintained and replaced.

- Sees to the planning of specialised medical equipment purchases with a view to development or replacement.

- Manages the physical spaces in the institution according to needs and priorities.

- Sees to the enforcement and operation of a management and control system to preserve and use the institution's physical resources.

- Acts for and on behalf of the board of directors during construction, renovation or capital leasing projects, while respecting the pertinent laws and regulations.

F. Information resource management

- Sees to the development, application and up-dating of clinical and management information systems in the institution.

- Sees to the preparation, application and follow-up of the internal and external communications plan for the institution with the authorities concerned.

- Ensures that information circulates properly within the institution.

Personal, interpersonal and administrative characteristics applicable to the position of executive director

A. Personal characteristics

1. **Energy**
   Amount of energy available to an individual and the level of competency and productivity.

2. **Tenacity**
   Ability to maintain a constant interest and effort in pursuing objectives.

3. **Tolerance in regard to ambiguity**
   Ability to operate adequately in a context or in situations in which the rules are not set out in advance or clearly defined and in which ideas, issues and relationships are somewhat divergent and uncertain.

4. **Flexibility and ability to adjust**
   Ability to receive new data, harmonises personal needs with the requirements of the environment and the situation.

5. **Working in stressful situations**
   Ability to function properly in a work environment that involves difficulties, tensions, frustration and pressure.

B. Interpersonal relationships

6. Interpersonal communications

Ability to create and maintain interpersonal contacts which foster a good collaborative spirit.

7. Public relations

Ability to represent the institution on all formal occasions and to interact with peers and persons outside the institution.

8. Leadership

Ability to influence internal and external interlocutor(s) through personal knowledge, know-how and actions and to define relations with subordinate staff.

9. Conflict management

Ability to recognise conflictual situations, deal with them and manage them within a perspective of seeking solutions.

10. Management under adverse conditions

Ability to deal with altercations or confrontations while continuing to set a premium on the attainment of established objectives.

C. Administrative characteristics

11. Strategic management

Ability to define the orientations, actions and decisions for the institution and to adapt his/her management style and overall vision according to the internal and external environment and the various issues and objectives to be attained within his/her regional board.

12. Analysis and synthesis

Ability to identify and relate elements in a situation, then to remove and group together the essential components to form a logical and homogenous whole.

13. Sense of planning

Ability to identify the ultimate aim of an activity, establish priorities and set objectives to be attained in the short, medium and long term.

14. Sense of organisation

Ability to structure and undertake individual or group activities, to determine the conditions for use of the resources necessary and to co-ordinate all the elements according to targeted objectives.

D. Administration

15. Management of group operations

Ability to promote direct co-operation between the members of a group, mobilise their energies, incite their commitment and guide them toward the attainment of established objectives.

16. Delegation

Ability to distribute and assign responsibilities among subordinates, taking their abilities into account.

17. Control

Ability to evaluate results in view of the targeted objectives and to suggest the appropriate corrective measures.

18. Decision-making abilities

Ability to make a conscious and responsible choice between several alternatives or solutions within a reasonable period and to take action while taking into account the objectives and the reading of the internal and external environment.

19. Information management

Ability to receive and seek internal and external information in order to understand the organisation and environment and to transmit the pertinent information to co-workers, practitioners in other levels in the sector and to other organisations concerned.

Section 5

Example
of an engagement contract

MODEL OF AN ENGAGEMENT CONTRACT

FOR THE EXECUTIVE DIRECTOR

OF AN INSTITUTION OR A REGIONAL BOARD

PROPOSED BY THE

MINISTÈRE DE LA SANTÉ

ET DES

SERVICES SOCIAUX DU QUÉBEC

MARCH 1998

ENGAGEMENT CONTRACT BETWEEN:

The_____
Corporation with head office at _____
_____ and _____
domiciled at_____

In conformity with the provisions of the Act respecting health services and social services (R.S.Q., c. S-4.2), the parties agree as follows:

1. SUBJECT

The Board of Directors appoints _____ to act under his/her authority, as executive director of the institution, in accordance with resolution number _____ adopted on _____, and authorise and mandate the Chairperson, _____, to sign this engagement contract for and on behalf of the institution.

2. DUTIES OF THE EXECUTIVE DIRECTOR

The duties of the executive director are those provided by the Act and its regulations and specified by the institution's organisation plan.

Under the authority of the Board of Directors, he/she is responsible for the administration and operation of the institution.

3. TERM OF THE CONTRACT

This agreement commences on _____ and ends on _____, subject to the provisions contained herein.

4. REMUNERATION AND SOCIAL BENEFITS

The remuneration of the executive director includes the salary, employer's contribution to pension and insurance plans and the other contributions if applicable.

A) Salary

The salary of the executive director, on signing these presents, is set at_____ in salary classification ____ of the remuneration system for management personnel in the health and social service sector.

This salary is revised annually by the board of directors in so far as the regulations in force so provide.

This revision involves, when applicable:

- an increase following the adjustment of the salary classification for the position of executive director and,

- a salary increases for satisfactory performance.

B) Retirement benefits

The executive director participates in the pension plan provided for executive directors in the health and social service sector.

C) Parental rights

The executive direct benefits from the parental rights plan for executive directors in the health and social service sector.

D) Public holidays

The executive director benefits from the public holiday plan in force in the institution.

E) Annual vacations

The director general is entitled to ____ weeks of vacation per year.

If it is impossible for him/her to take all his/her days of annual holiday during the year, the executive director may postpone the said days of holiday for a later period authorised by the chairperson of the board of directors. Unless the board of directors provides special authorisation, the days of holiday postponed in this manner cannot exceed the number of annual weeks of vacation provided in this article.

With the authorisation of the chairperson of the board of directors, the executive director may, in addition, benefit from the days of vacation to which he/she will be entitled during the next year.

F) Deferred salary leaves plan

The executive director benefits from the deferred salary leave plan provided for executive directors in the health and social service sector.

G) Health insurance, salary insurance

The executive director benefits from the group insurance plans provided for executive directors in the health and social service sector.

All additional benefits not provided for in these presents, but applicable to executive directors in the health and social service sector are considered an integral part of this contract.

5. MOVING EXPENSES

The institution shall reimburse the executive director for expenses directly related to the necessary change of domicile, in accordance with section 7 of chapter 11 of the Regulations enacted by order in council 1179-92 of August 12, 1992, with section 108 of the Regulations enacted by order in council 1217-96 of September 25, 1996 and the regulations on relocation adopted by virtue of the Financial Administration Act (R.S.Q. C. 1-6).

6. EXPENSES INCURRED ON BEHALF OF THE INSTITUTION

The executive director is entitled to be reimbursed by the institution for all expenses incurred on behalf of the institution on the conditions and within the limitations provided for by the board of directors.

7. LIABILITY INSURANCE AND LOSS OR DESTRUCTION OF PERSONAL BELONGINGS

The institution agrees to protect the executive director in regard to acts posed in exercising his/her duties, acts for which he/she may be called on to answer, by civil-liability insurance in the minimum amount of one million dollars per claim. If such an insurance policy is not taken out or if the insurance company refuses or neglects to assume the claim or defence, the institution shall then take up the defence for the executive director and agree to make no claim in this regard.

If the executive director is victim to material damage caused to his/her belongings and related directly to his/her duties, the institution shall see to the appropriate indemnity as quickly as possible. For this purpose, the executive director shall advise the board of directors, no later than 30 days following his/her knowledge of the event.

8. DEVELOPMENT, TRAINING AND UPGRADING

In the interest of the institution, the executive director agrees to participate in development, training and upgrading activities when he/she considers them useful and with the agreement of the chairperson of the board of directors. The institution agrees to grant him/her all the facilities required, among others, by assuming the cost of these activities, courses or training and up-grading sessions, conferences, conventions and seminars. The executive director may also participate in various activities in the health and social service sector in so far as they have a direct or indirect relation to his/her duties.

9. TERMINATION OF EMPLOYMENT

This agreement shall expire following the term stipulated in section 3 of these presents, subject, however, to the following provisions:

A) Resignation

Unless there has been an agreement between the employer and the executive director for another period, the executive director may resign from his/her position with 60 days advance notice, in writing, to the board of directors.

B) Dismissal, non-renewal, termination of employment

The decision to dismiss an executive director, not to renew his/her appointment or to terminate his/her engagement shall be made by the board of directors, by a resolution adopted by the affirmative vote of at least two thirds of its members and respecting the methods provided for in the Act and its regulations. In the case of non-renewal or termination of employment, a written notice shall be forwarded to the executive director at least 90 days prior to the effective date of the end of employment.

C) Abolition of position

The board of directors shall advise the executive director, in writing, at least 120 days in advance, that it intends to abolish his/her position

D) Failure to advise

The failure to forward one of the notices prescribed by this contract or the regulation to the executive director at the proper time cannot prejudice him/her and it shall be valid to claim his/her salary, bonuses and all benefits involved in his/her job as though he/she were in the institution's employment.

E) Severance pay

The institution shall pay severance pay to the executive director in the cases provided for by order in council 1217-96 regarding the working conditions for executive directors.

The methods concerning the amount and payment of severance pay are those provided in this order in council.

At the request of the executive director, the institution shall pay severance pay directly into a RRSP or a trust, in total or in part.

10. RECOGNITION OF PREVIOUS SERVICE

As of the date of signing of these presents, for the purposes of the application of order in council 1217-96, the executive director has _____ years of continuous service for one or more employers in the public or parapublic sector as a manager or executive director.

11. RENEWAL

Unless physically incapable of so doing, the executive director shall advise the board of directors, in writing, that he/she shall take a position on the renewal of his/her engagement contract no later than 180 days before the expiry date.

The board of directors shall advise the executive director of its decision, at least 90 days prior to the end of his/her engagement contract.

Failure to do so and to inform the executive director within the above-mentioned period, the contract shall be renewed for a term of the same period as provided in this contract.

12. EVALUATION

The annual performance evaluation of the executive director is assumed by a committee of the board of directors composed of three of its members chosen from outside the members of the personnel and the professionals who work in the institution, which shall submit a verbal report to the board of directors, the pertinent facts being the confidential property of the committee.

The committee and the executive director sign a confidential evaluation report, copy of which is forwarded only to the executive director and the members of the board of directors..

Evaluation criteria are determined from time to time by the board of directors and the executive director; they take into account the duties specified in article 2 of this contract and the specific objectives upon which the parties have agreed.

13. ORGANIZATIONAL AND STRUCTURAL MODIFICATIONS OR DEVELOPMENTS IN THE INSTITUTION

In the event organisational and structural modifications or development are made in the institution, the institution agrees to respect, if they apply, the procedures provided for in the regulation in force at the time at which such modifications or developments are carried out.

14. EXPENSES INVOLVED IN SEEKING A NEW EMPLOYMENT

In all cases provided for by sections 134 and thereafter of order in council 1217-96, the institution agrees to pay for the executive director or to reimburse, on presentation of vouchers, a maximum amount of $8,000 to enable him/her to obtain professional assistance to facilitate searching and obtaining a new employment.

At the executive director's request, a portion of this amount may be used to pay the expenses necessary to take courses in order to achieve the same goal.

15. APPENDIXES

All appendixes to these presents agreed upon by the parties shall be considered as an integral part of this contract.

16. AGREEMENTS

All agreements not provided for in these presents, or according to section 15, shall be considered null and void

IN WITNESS WHEREOF, the parties have signed this contract at _____, on the _____ day of the month of _____ 19 _____.

_____ _____

Executive director Chairperson of the board of directors

Section 6

Legislative and regulatory provisions